THE COMMUNITY AND THE Y.M.C.A.

FRANK RITCHIE

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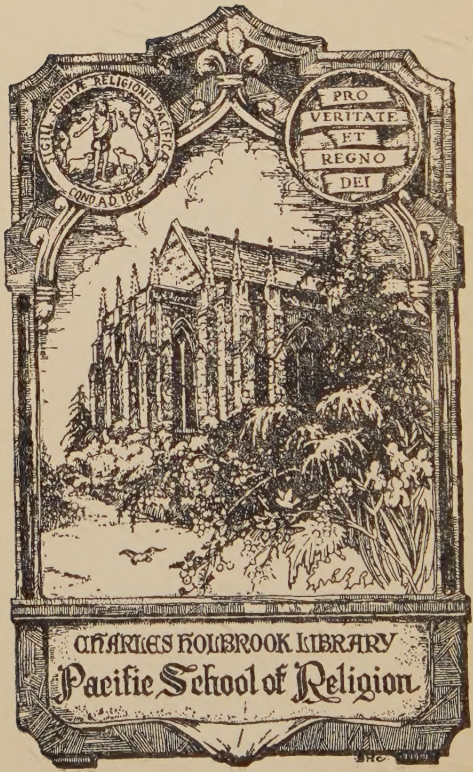
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THE COMMUNITY AND THE Y. M. C. A.

(REVISION OF "COMMUNITY WORK")

FRANK RITCHIE

Community Secretary
International Committee of Young Men's Christian Associations

With an Introduction by
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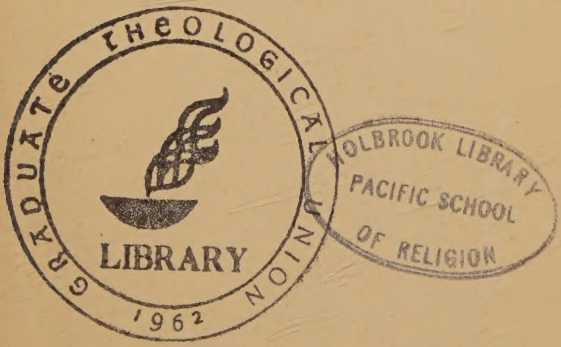

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CONTENTS

		PAGE
	PREFACE	v
	INTRODUCTION	vii
I.	HISTORY	1
II.	THE FIELD	6
III.	OBJECTIVES	11
IV.	UNDERLYING PRINCIPLES	12
V.	TYPES OF COMMUNITY ASSOCIATION WORK	22
VI.	LEADERSHIP NEEDED	26
VII.	PRELIMINARY STEPS IN ORGANIZING A COMMUNITY YOUNG MEN'S CHRISTIAN ASSOCIATION	29
VIII.	ORGANIZATION VISUALIZED	34
IX.	SUGGESTIVE PROGRAM OF COMMITTEE SERVICE	38
X.	THE NEED OF A BALANCED PROGRAM	56
XI.	SUGGESTIONS FOR A BOARD OF DIRECTORS	59
XII.	VISITATION CENTERS	66
XIII.	KINDRED ORGANIZATIONS	70
XIV.	SUGGESTIONS FOR A COMMUNITY ASSOCIATION LIBRARY	84
	APPENDIX—CONSTITUTION AND BY-LAWS	94

PREFACE

The war has awakened a spirit of unselfishness and organizations are determined to undertake concrete and definite tasks which will hasten the day when the world will indeed be made safe for democracy. "They want to make a motor reaction to the world challenge." Individuals as well as organizations have discovered the futility of each organization in the community building up its own program unrelated and without a joint comprehension of the community-wide needs. The lack of this in the past has meant duplication and overlapping as well as entirely overlooking certain community needs.

There is also an increasing conviction on the part of character-building organizations that a program of activities is not sufficient, that along with that program there must be a consistent as well as persistent effort to remove the causes of evil affecting character, individually and collectively. For too long a time have organizations been salving their conscience by promoting a multiplicity of activities which have been good in themselves but could not of themselves entirely eliminate causes of evil which handicap the larger development of character. In other words, we have been planting seeds of activity only to see them dwarfed and retarded by the weeds and poison vines which we have failed to tear up.

Much of the success of the Young Men's Christian

Association in the past has been due to its elasticity or ability to adapt itself to new needs and changing conditions. So in these epoch-making days the Association, along with the Church and other agencies, recognizes that the post-war period means still other adjustments and still greater adaptations, for a new world has been ushered in, a world which is much smaller and much more of a human family, and people of various parties, races, and creeds have been brought together in closer working relationship.

These conditions have only reemphasized the necessity of the Young Men's Christian Association gearing its organization and program up to a community-wide plan, which in turn has called forth an increasing demand for definite detail as to organization, methods and program of work. Hence the third edition of this book on the Community Young Men's Christian Association, which contains some revisions as a result of many conferences and close study of the philosophy of the Community program and local Community needs.

INTRODUCTION

This is a significant book. It reveals one of the largest opportunities for service that has been given the Young Men's Christian Association. This organization, that undertakes so many lines of efficient Christian service, defines in the following pages its program for Community Work, a form of activity which promises a contribution of very great social value.

Surely no kind of effort contains more social promise than this which puts emphasis upon community cooperation and the conservation of community resources. The movement of the social sciences is toward the larger recognition of the importance of the community life for the individual. We do not live our lives apart from others. This fact is the basis in our day of all serious, sane, social thinking. From every point where science attempts to interpret human experience, we are obtaining knowledge that discloses more definitely and more impressively the relation between individual career and community conditions. It is in childhood especially that we find the predominance of community influence, and childhood is the destiny determining period of life.

It is indeed a happy fact that an organization so successful in technique as the Young Men's Christian Association keeps close to modern thought and modern needs, and is therefore well prepared to assume such a constructive and fundamental program of service as

community work demands, for the reader of this book will not fail to realize the skill and social penetration that community leadership requires. The task of such leadership is difficult and exacting, as is to be expected in a ministration where the opportunities for service are so tremendous. As the author clearly states, the success of the community program depends upon a wise use of community resources. No attempt is made to usurp social functions that belong to existing institutions such as the Home, the School, or the Church. The emphasis is upon social correlation and cooperation, and who doubts that this is the hopeful way toward happier social conditions?

The community program idea looks forward. It has greater contact with the future than the past. The community leader has taken a strategic stand out on the frontier of social service. He belongs to the new era in Christian effort which is now so rapidly replacing the period that from personal experience we have all known so well, when individual welfare disconnected from community needs appeared as the objective. It is now treason against modern knowledge to fail to realize that "to give ideals and spiritual impulse to individuals is good; to do this and also to help direct and spiritualize social forces is better." In this splendid sentiment the author reveals his conviction which permeates the work and insures for it a very great usefulness.

ERNEST R. GROVES.

I

HISTORY

From the County Work Department first came the plan by which Association work could be done in rural communities without the necessity of erecting a building. Personality, method, and organization were the big factors. In 1909 an application of this principle, along with an adaptation of the methods, was made in a community of 12,000 population.

For a number of years previous to this experiment it had been a fixed policy of the International Committee, and, so far as can be ascertained, of the State Committees, to discourage the organization of Associations in any city where sufficient funds could not be secured to erect a suitable building. This had been found wise because many Associations had used rented quarters which were inadequate for Association purposes.

The experiment, though somewhat at variance with this policy of dependence upon a building, was inaugurated by a State Committee in a Southwestern city. This city, which had been without any form of Association organization or work, was thought not to be ready for a building campaign for a few years, but there was a demand on the part of some of the best citizens for an Association program, particularly in behalf of the boys of the community.

A provisional committee, composed of leading business men, with representation on the State Committee, was effected. A Secretary experienced in Boys' Work was secured, funds to cover the budget were raised,

and Association work without a building or rooms, except the Secretary's office, was begun.

The Secretary and volunteer workers associated with him found a wide-open door of opportunity for work with boys in cooperation with the Home, the Church, the School, and other agencies of the community. At its inception the experiment was called "Non-equipment Work," because of the absence of any Association building. Later it was known as "Institution Work." Probably the reason for this was that the Secretary promoted the program of the Association largely through other institutions. Later, the term "Community Boys' Work" came into usage. In more recent years the word "Boys" has been omitted and the term "Community Young Men's Christian Association Work" adopted and generally accepted. This title more adequately represents the type of service performed.

The experiment developed a plan of Association work, fruitful in results, on an expenditure of money which most cities as small as 5,000 population found it possible to provide. The success of the work brought forth further demonstrations and adaptations of the plan. It was soon recognized that the principle on which Community Work was being built was scientifically sound, for it took cognizance of the fundamental agencies in the community and endeavored actually to supplement and not to compete with them. Consequently, the Association existed in the community largely as a correlating and cooperating force, assisting in increasing and extending the efficiency of the Home, the Church, the School, and the Municipality. Its

program, because of its religious emphasis, along with its social expression, met with a ready response on the part of clergymen and Christian laymen.

Originally Community Young Men's Christian Association Work was thought of as a department of the Young Men's Christian Association, or a phase of its work which was meeting in a general way the needs of small communities. Later, it was extended to districts of large cities where a central building was already established but where it was not immediately possible to erect branch Association buildings. To many it seemed to afford a good substitute until the time when money could be raised for a building. The general feeling, however, on the part of many, was that not until there was a building would they actually have a Young Men's Christian Association. This point of view was an error. Community Association Work today is not non-equipment work or equipment work. Neither is it Boys' Work as over against Men's Work. Nor is it a department or phase of Association work. *It is the Young Men's Christian Association.*

The term Community Work came into usage largely because of the desire of the brotherhood to emphasize the Community aspects of the Association program, and to remove the idea which was altogether too prevalent that the Association program was primarily a building program.

In order to grasp clearly the significance of the Community Young Men's Christian Association program and its potential spiritual place in a community, we must first think of the local Association as an inter-

denominational organization or movement which is made possible by the Church, and is relating boys and young men to the Church for service in the community. We must realize that it exists to supplement and reenforce the fundamental agencies of the community, such as the Home, the Church, the School and the Municipality, in the relation of their special functions and to promote temporarily such activities as cannot at present be better carried on by these agencies but which may logically belong to some existing agency, as, for illustration, certain activities which should be performed by the Municipality.

With this in mind, we cannot visualize the Association as brick and mortar, a building located on a given street. The Young Men's Christian Association is an organization that is community-wide in its scope and in its attitude toward present-day problems. It takes into account in a practical way that the community must be redeemed through its resident forces. It may own a building in which certain activities are housed, or it may own a dozen buildings, or it may operate without any buildings, but when buildings are owned, they are simply an instrument in its hands, to make more effective its program and more nearly approximate its ideals in serving boys and men and supplementing the equipment of the Church and other agencies.

The transition period which the Association has been going through from the building emphasis to the Community emphasis has naturally made it necessary to speak of Community Young Men's Christian Associations, in order to differentiate. The time must come

when the philosophy of the Community program will have so affected the Association program as a whole, and so imbedded itself in the minds of the country at large, that the name Young Men's Christian Association will at once suggest an organization that is community-minded and functioning in a cooperative community-wide program. To affix the word "Community" before the letters Y. M. C. A. then would be superfluous.

The recognition that Community Work has received during the past few years and will continue to receive, does not of necessity suggest that there should be less emphasis on the work of the Association in buildings. Experience is demonstrating that each type of work has its definite place in a well-rounded program. Associations with buildings are increasingly going on the Community basis in their city-wide program, using the buildings as Association Community centers. On the other hand, it is not uncommon for Associations on the Community basis to erect standard city buildings, and in some instances Community buildings to reinforce their program, while in other centers, on account of local conditions, it is possible to operate a more effective program without a building.

This form of Association work has been demonstrated in industrial communities, residential communities, communities with colored population and practically every class and type has been effectively served. More and more, the Association is demonstrating its ability to serve the men and boys of the nation and its desire to establish the Kingdom of God among men.

II

THE FIELD

The accompanying table is an analytical study of the unoccupied field in the United States, which is a constant challenge to the Young Men's Christian Association. The map on page 8 visualizes the seven hundred and forty-six unorganized communities of five thousand population and over.

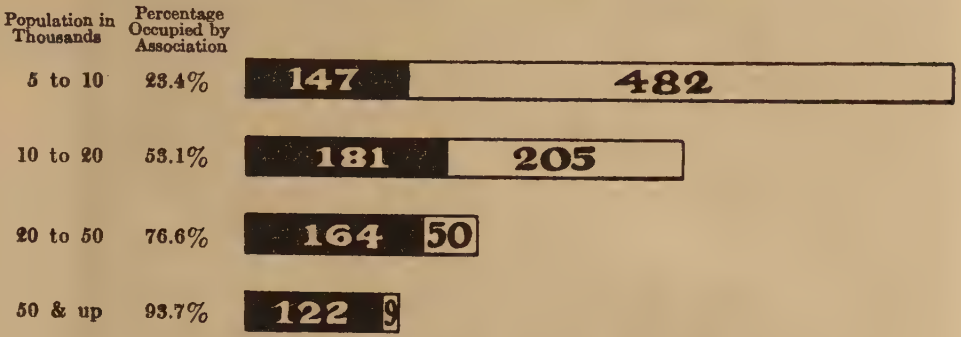
On other pages Community Work in a large city field is made graphic by showing in solid black the districts organized in Chicago and Denver, and in lighter shading the organizable districts. The map of Minneapolis shows a city that has been entirely covered. These maps illustrate the policy of these cities and indicate how adequately a city may be served. They are a few of the cities that have established branch Associations on the Community basis, and have adopted a long term Community policy. Some of these fields will supplement their program with a building or buildings while others will not.

Who can estimate the tremendous impact for Christian manhood that will be made on the life of the nation, when the cities of the nation are fully occupied in this intensive manner?

The time has arrived when the Church and the Young Men's Christian Association must not be content with carrying on a defensive warfare against organized sin,

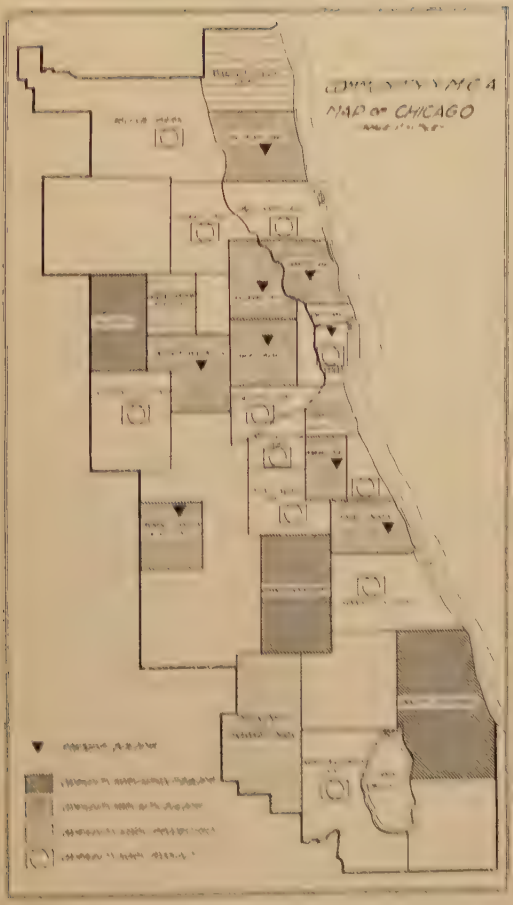
With ■ Associations
Without □

Number of cities of 5,000 population and over, classified, 746 *unoccupied* cities.

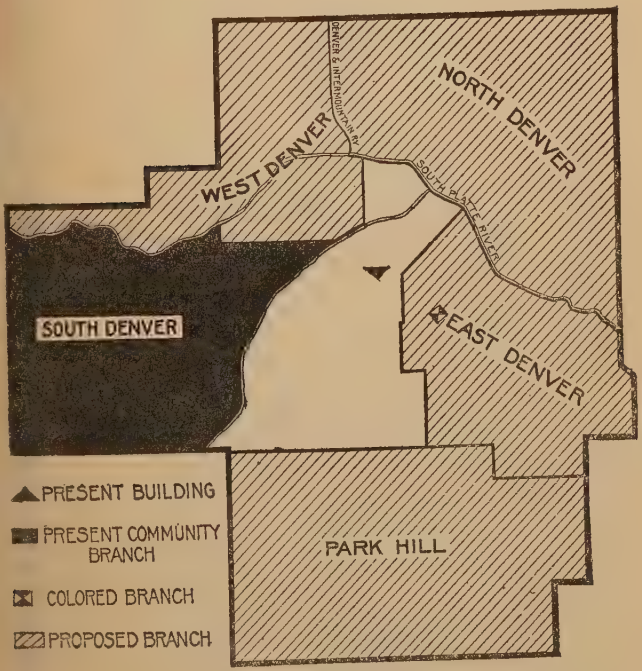


NOTE: Although 614 centers are organized, many of those fields are by no means fully occupied. In addition to overtaking the unorganized centers, we must in many of our large cities put the building work on a community basis and establish from one to twenty Community Branch Associations, in order to occupy the field adequately and to meet the needs. To do this, it is estimated that about one thousand Community Secretaries will be needed.

The 746 communities of 5,000 population and over in the United States, without a Young Men's Christian Association, are indicated by the white spots

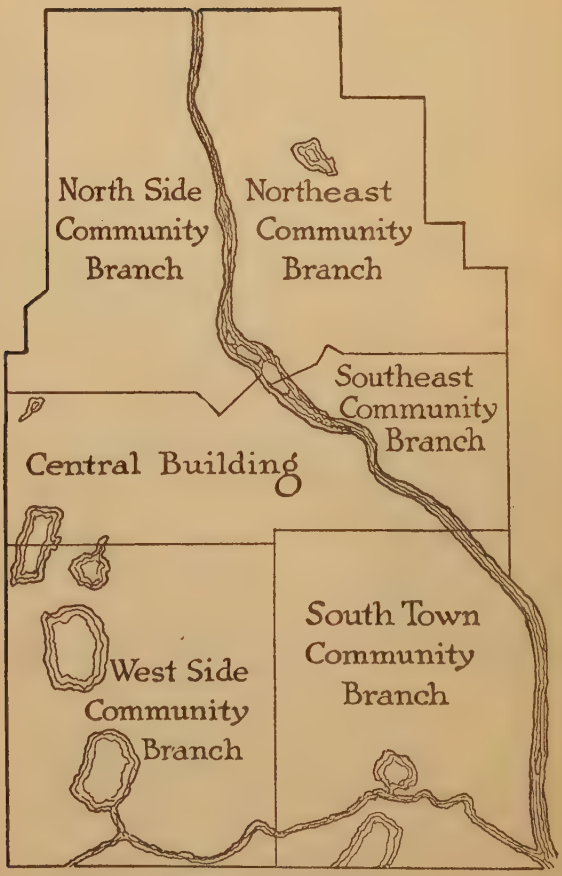

MAP of CHICAGO

or even with holding their own. As a Christian organization we should sustain an aggressive campaign, which shall make for permanent progress in the direction of a realization of the coming of the Kingdom of God in society as well as in the hearts and lives of boys and men.



MAP OF DENVER

Showing sections covered and to be covered by Community Branch Associations



MAP OF MINNEAPOLIS
All Districts Organized

III

OBJECTIVES

The objectives of the Community Young Men's Christian Association are dealt with at some length in Chapter IV on "Underlying Principles" and Chapter X on "The Need of a Balanced Program." Briefly, these objectives are:

First. To bring individual boys and men to a personal knowledge of Jesus Christ as their Saviour, to lead them to dedicate their lives to Him, and to train them as His disciples in active service for others.

Second. To relate the Association program to the churches of the community and to enlist boys and men in active church membership.

Third. To stimulate in the community a program of activities for the welfare and uplifting of boy life and man life in all that stands for the highest manhood.

Fourth. To include in this program such practical steps toward eliminating causes of evil as may be in harmony with our objectives, and not to be content merely with alleviating the results of evil.

Fifth. To cooperate with other agencies working to Christianize community life.

Sixth. To supplement and strengthen the Home, the Church, the School, and the Municipality in their relations to the social, recreational, educational, moral, and spiritual life of the community.

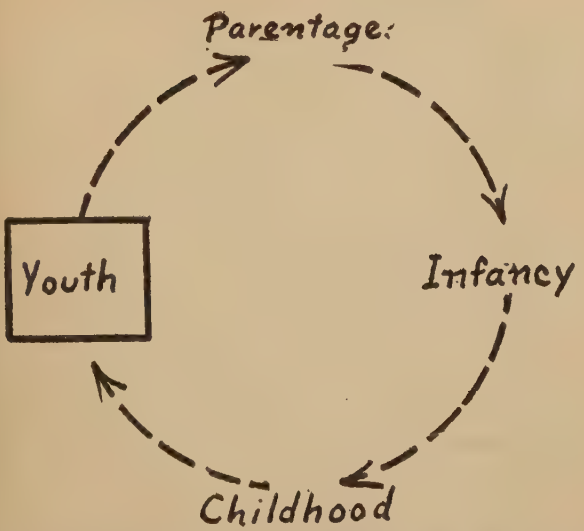
IV

UNDERLYING PRINCIPLES

The adolescent boy is not an isolated individual, but an inseparable part of the family and society. You cannot in any large way help or harm one without helping or harming the other. The causes which operate to produce unfavorable conditions surrounding human life and its development are many. Environment, parenthood, and childhood, are all factors contributing to the boy's physical, intellectual, and spiritual life. When you approach the boy and girl problem you touch the center from which radiate the threads that are woven into the very woof and warp of the social fabric. Therefore it is good strategy for the Young Men's Christian Association to consider all the elements that make or mar both the boy himself and the family and society of which he is a part.

The danger is that we shall think only in terms of a program of activities, forgetting that many of the tendencies and characteristics which we wish were not the boy's are traceable to these early factors of environment and parenthood. Consequently, to concentrate on activities to the neglect of a program which deals with causes of deficient character is to fail to take advantage of the available forces which may be sources of power, and to harness them to a character-building program.

The tendency of the Association in the past has been largely to take the boy at the adolescent period and



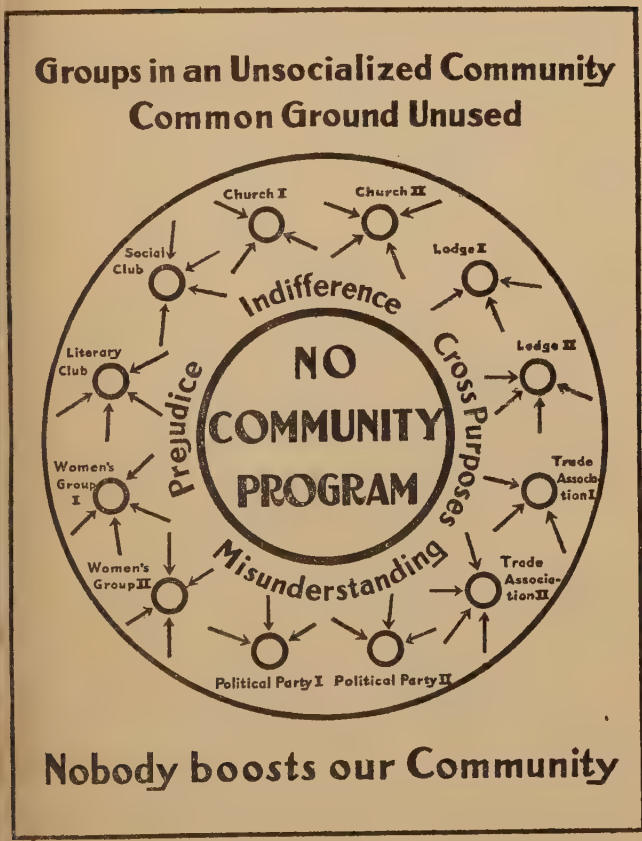
provide a place where he might go for inspiration, training and wholesome recreation. But as the work has developed we have been brought face to face with the tremendous factor of environment in character building, and without relaxing our efforts in dealing directly with the adolescent boy and his activities, we have become vitally concerned over the kind of parents he has, what are his home, his church, and his school, his play life, his mental and physical endowment and the preparation he is now receiving for the critical stages ahead of him.

The Community Young Men's Christian Association recognizes that the boy problem is fundamentally involved in the social, economic, and religious problems of the age, and any problem which attempts to lay

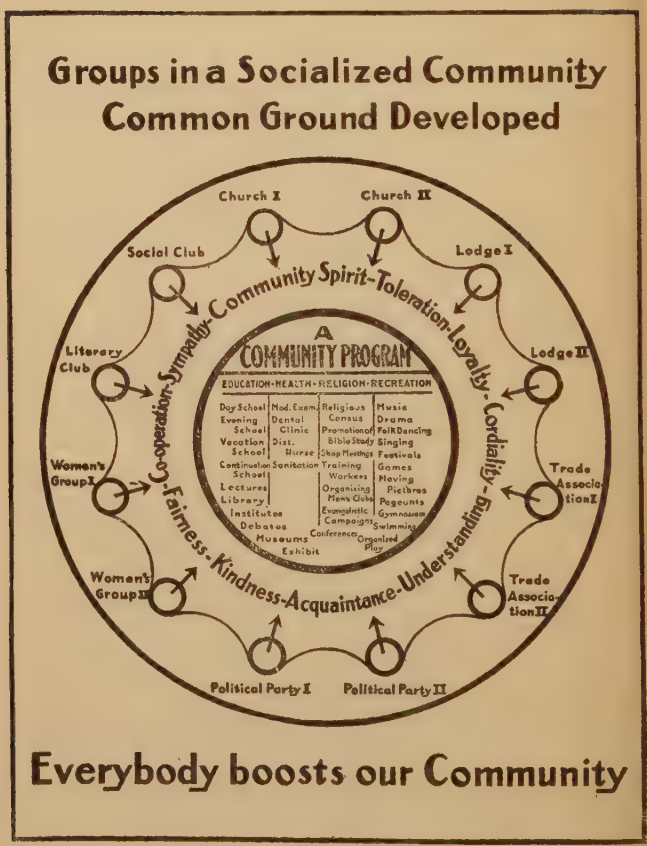
siege to the citadel of boyhood must take cognizance of these factors and reckon with them. To give ideals and spiritual impetus to individuals is good; to do this, and also to help direct and spiritualize social forces, is better. We want to improve our chances of helping the boy actively, when he is most susceptible.

Community Association Work, in other words, is teaching us to look upon the life of the community as a whole. It asks us to become intelligent concerning conditions surrounding child life and the laws governing its development. We are obliged to become students of the social and religious problems of our time. *The touchstone of them all is the life of the child.* Almost, if not every question involved, grows out of the necessity of protecting his birth and development. The Home, the Church, the School and the Municipality are the agencies which eventually must meet the needs of the boy life of any community, if they are to be met in a permanent, constructive and comprehensive way. For too long have we safeguarded our parks and our church and school buildings against their widest usage, setting them aside for a limited and prescribed activity as though the equipment were sacred rather than the individuals who are served.

The recognition of this fact by these agencies is rapidly growing and is strikingly illustrated in the tendency of the schools to make wider use of their own buildings, of the municipality to use the public parks and vacant lots for play purposes, and of the Church to enlarge its program to meet every phase of boy life and to use its equipment seven days a week.



This chart presents the situation in a community where there is no united community action. Each institution works for itself and the general field is quite unoccupied. (Chart furnished by Richard Henry Edwards)



This chart presents a community whose institutions are united in a great community program. Each institution brings its particular contribution to the general good and a wide field of joint activity results. (Chart furnished by Richard Henry Edwards)

For the Young Men's Christian Association permanently to take over the tasks which properly fall within the province of these institutions because they are not rendering their maximum service, is to postpone the day when they will. Every time we do something for an individual which that individual should do for himself we weaken him just that much. What is true of an individual is true of an institution. Every time the Young Men's Christian Association does something for the Church or some other organization which that organization should do, we weaken that organization just that much. The Community Young Men's Christian Association policy is to magnify these agencies, for these are the permanent and abiding agencies in the community. It does not need a prophet to predict that the day is near when these things will be actualized in an increasing number of communities.

In order to understand clearly the strategy and effectiveness of the Community program, let us consider four facts relative to the problem of building Christian character, and four channels through which logically the Association must function if the problem is to be solved and the remedy found. These facts may be called the Four Rights of the Child.

First. The child has a right to be born with a strong body. When we consider that, we face all the problems that are involved in making the above possible, among them the unsanitary conditions under which parents are working and living, and under which children are being born. Until we are willing to bring into operation every power at our disposal to make it

Solid black lines indicate portion already present in life of the individual. The Association, in its Community program, reenforces the fundamental factors in community life in their endeavor to build up the subnormal and cut down the supernormal in the life of the individual.

(Chart furnished by Walter M. Wood)

practically impossible for children to be born inheriting physical ailments which are due to social and economic conditions, sometimes to ignorance or indiscretion on the part of parents, and sometimes to nothing short of willful dissipation, we will continue to have a large number of children brought into the world physically handicapped. Statistics show that of all the men who were rejected in the draft, thirty-three per cent were incapacitated because of defects which might easily have been avoided in childhood. In 1915 nine soldiers out of the whole British Army were killed each hour in fighting, but every hour twelve children under one year of age gave up their lives in England and Ireland alone, and twenty-eight an hour in the United States. "It was a great deal safer to be a fighter in the army than a baby in the cradle." A healthy body is the foundation of character. The child has a right to this foundation.

Second. The child has a right to an education. Philander P. Claxton, U. S. Commissioner of Education, is responsible for the statement that in 1910, when the last census was taken, there were in this country 5,516,163 persons over ten years of age who were unable to read or write in any language. More than 58 per cent of these were white persons, and of these 1,534,272 were native born whites. Although statistics are yet incomplete, it is said that there are more than 1,500,000 men between the draft ages of 18 and 36 who cannot read or write. If these 5,516,163 illiterates were stretched in a double line of march at intervals of three feet, and were to march past a given point at the rate of

twenty-five miles a day, it would require more than two months for them to pass.

We should, moreover, consider the economic loss arising out of this condition. If the labor value of our illiterates is less by only fifty cents a day than of our educated men and women, the country is losing $825,000,000 a year from illiteracy. This estimate is no doubt below rather than above the real loss.

Third. The child has a right to a normal play life during childhood. Play is for the child an occupation as serious, as important as study and work are for the adult. Play is in fact his first means of development and expression. All the impressions, sensations, scenes that throng around him are necessary experiences for the growth of the child. In this right there is involved the whole question of community recreation, proper playgrounds and right leadership, as well as that more intricate problem of the adjusting of working hours, which will make possible opportunities for adults as well as boys and girls to give expression to the play instincts which are inherently theirs.

Fourth. The child has a right to the opportunity for a normal expression of his religious life. Permanent harm has often been inflicted by well-meaning people who have tried to graft adult religion on child experience. Every boy must live out completely every stage of boyhood, or he can never develop into complete manhood and express a normal life. Organizations concerned over building Christian character must recognize this fact and try to discover the stage of development which the religious impulses and sentiments pass

through in boyhood years, and adapt their teaching and methods accordingly.

These four fundamental needs will never be met adequately until the various organizations interested in the up-building of character actually, in thought and action, place first in importance the ushering in the Kingdom of God in their individual community. It must not be a question whether a certain program magnifies or strengthens a given denomination or organization. The question must be, Does it help actualize the Kingdom of God? The actualizing of the Kingdom of God is imperative. The strengthening or perpetuating of any given organization is not. We might well extend the statement of Christ beyond the individual. If an organization would save its own life it must be willing to lose it.

The fundamental needs of child life can never be met in a comprehensive way through the Young Men's Christian Association *per se*. The primary function of the Association in its Community emphasis is to supplement these fundamental agencies such as the Home, Church, School and Municipality in such a way as to reenforce them and to aid them in rendering their largest service in the most efficient and effective manner, in their own name and under their own auspices. Thus the Association aims to be primarily a correlating and unifying dynamic religious force, with a social welfare purpose, vitalizing, socializing and spiritualizing the forces and agencies at work in the interests of boys and young men.

V

TYPES OF COMMUNITY ASSOCIATION WORK

It is vital to the success of Community Work that at the very outset we differentiate between Community Work and Extension Work, thus avoiding any confusion in our thinking, for there is a difference that is fundamental and which, if not recognized and incorporated in the service rendered, will rob the Community program of its very genius and effectiveness.

Community Association Work is an attitude of mind on the part of the Association, a method of work. It is very largely a work with and through the existing helpful agencies, such as the Home, the Church and the School. It cooperates with these and similar agencies, providing under the general supervision of its Board of Directors or Committee of Management, a trained Association secretary or secretaries, whose efforts are directed toward making more efficient the work of these several agencies for boys and young men. Its emphasis is on helping these agencies with their special work, rather than on doing the work directly under its own auspices and in its own name, though it does not exclude the latter.

Extension Work differs from *Community Work* in that the former is the projection of certain activities of the Association, under its own name and auspices, out from the building into centers of its field where a number of

unattached groups of boys and men are served, as wel as boys and men who are connected with such agencies as the Church, School and industries.

In other words, Community Work is the Association inspiring and serving the existing agencies of a community in their own work with boys and young men, helping them, each under its own auspices and in its own name, to greater efficiency, and doing no work under Association auspices which can be as well promoted through other existing agencies.

The tendency of the movement seems to indicate eventually the elimination of extension work and the adoption of Community Work as a method of serving the city.

Community Association Work may be successfully conducted under the following conditions:

First. In towns and cities of at least 5,000 population *without* a Young Men's Christian Association building, where there is: (a) A sufficiently strong evangelical leadership, of men who are vitally interested in the movement and are willing to give it their continued effort and support. It is desirable that the initiative for organization should come from this source. (b) A generally favorable attitude on the part of the community toward the Association. (c) The assurance of sufficient financial backing for the salary and the expenses of a secretary, for two years or more in advance. The principal factor in this form of Association work is the Secretary, who must be a man of unquestioned Christian character, possessing in a marked degree capacity to work with and through others. He must

be specially trained and he must have an intelligent appreciation of the social needs of the community.

Second. In large cities where the Association with a standard city building desires to serve intensively the uncovered sections of the city. The Community Association in such instances becomes a branch or department of the central or metropolitan Association, the Community Secretary working without a building, but having an office in the district in which he serves.

Third. In cities where there are standard Association buildings, but where it is impractical, on account of a limited population or inadequate financial resources, to divide the city into sections and organize Community branches or departments, and yet where a real need exists for a program which is comprehensive enough to include the boys and young men regardless of membership. In such a city a Community Secretary is secured and a secretary for building activities is associated with him. Each must intelligently and efficiently supplement the other in a program of this character.

Fourth. In small cities, or districts of large cities, where there is a need for Association equipment, but where local conditions are such that the standard type of city building does not adequately meet the local requirements. For such centers the Association community building is gradually coming into use. The equipment is owned by the Association and operated for the benefit of the community rather than for a membership.

Boys and young men are enlisted in groups through churches, schools, factories, etc., and in some instances,

unattached groups are formed under efficient leadership and these use the building at stated times for definite activities. A fee is paid directly into the group treasury and each group in turn pays for the use of the building. Thus the Association building becomes a Community center, under religious leadership.

Fifth. In a city or the district of a large city on the metropolitan basis, where an Association building or branch building will eventually be needed, and where the Community Association is organized to unite the forces of the community and prepare the way for an Association building. The coming of the building should in no way restrict the Community program. It should rather be another tool to make it more effective.

VI

LEADERSHIP NEEDED

Leadership is such a vital factor in a Community program that it is necessary to emphasize its importance. A comprehensive program can never be realized unless masterful Christian leadership is provided.

The Secretary must be a man of natural leadership, of organizing ability, of attractive and acceptable personal qualities, of maturity and conviction. He must be a man of deep spiritual life, and at the same time be alive to the social, economic, and religious problems of the day and a student of them. He should be a man of previous Association experience, particularly in work with boys. It is assumed that he will have had actual experience as a worker in the Church and Sunday school. He should be a college graduate or its equivalent. This is most essential, because of the wider applications of the problems of education involved and because, without this broader education, the Secretary's own resources will in time be exhausted and he will be unable to command or make effective the leadership of other men.

For the conducting of activities the greater knowledge and experience he can have of physical training, athletics, meets and play festivals, pageants, and all kinds of special affairs, the better.

This high grade secretarial leadership, however, in no way lessens the responsibility of the layman. To

allow the Secretary to carry the work on his shoulders means a circumscribed and restricted program from the start. The Secretary should not be called because of his capacity to do many things personally, but primarily because of his ability to interest, enlist, and organize others in service. The success of the Community program is dependent upon his ability to multiply himself through others, and the committeemen's willingness to assume definite responsibility.

The greatest temptation which comes to a Community Secretary in his work is the tendency to yield to the pressure which is so often brought to bear upon him by those who are over-zealous for immediate results and have not thought through the ultimate aim of the Community program. It comes, for instance, in the form of a suggestion to conduct an Association Father and Son Banquet, or an athletic meet, or personally to organize groups of boys who are without leadership. All of these are good, but to yield to the good may be robbing the community of the best, for the good in this instance does not directly strengthen the Church and other organizations in their endeavor to meet the needs of the boys and men. The more effective thing for the Secretary to do is to encourage and assist all of the churches in the community to conduct a Father and Son Banquet, to give the Sunday schools and the public schools a vision of their opportunity for character building through athletic meets, play festivals, etc., and to help them to make their vision an actuality. The investment of time in studying conditions and discovering the organizations best

qualified to serve the various groups, and then in assisting these organizations to enlist and train leaders who will in turn assume the responsibility for hundreds of boys and men, is a fundamentally correct policy.

To yield to this temptation is to build the work around an individual and to fail to build the spirit and principles of the Young Men's Christian Association into the very fabric of the institutions of the community, which is the primary mission of the Association.

The Right Reverend Charles H. Brent, Bishop of the Philippine Islands, so admirably portrays the type of leadership needed in Community Work that we feel justified in quoting him at length:

"A Leader is one who goes before, who keeps in advance of the crowd without detaching himself from the crowd, but so influencing them as to attach them to his ideal self. Obviously, and by necessity, he is a social personage who has the power of enabling other people to see what he sees, to feel what he feels, to desire what he desires. He contracts the crowd into the span of his own personality. He converts them into a composite second self. Not only does the Leader contract the crowd into himself, but he expands himself into the crowd until they feel him entering their being at every opening. He seeks out their undeveloped capacity and makes it hunger for self-expression. He becomes to them what motive is to personality."

This kind of leadership will multiply itself until the very community throbs with new impulses for definite action to hasten the coming of the Kingdom.

VII

PRELIMINARY STEPS IN ORGANIZING A COMMUNITY YOUNG MEN'S CHRISTIAN ASSOCIATION

First. Whenever a group of representative men in a city or town desire to establish a Community Young Men's Christian Association, the first step should be to communicate with the State Committee, if there be one, otherwise with the International Committee of Young Men's Christian Associations.

Second. There should be selected one key man around whom such a project may rally. This man should be so carefully selected that later he may well become the permanent chairman of the completed organization. In this way there will be an unchanging focal point to the whole scheme.

Third. There should be a small preliminary committee appointed by this key man, this committee to act as an executive to take the necessary preliminary steps. This committee should be composed of from five to fifteen energetic business and professional men, who should first come together in a parlor conference to discuss the project thoroughly with the State or International Secretary or both and outline the procedure.

Fourth. The preliminary committee should call a conference to which are invited representative citizens. At this gathering the new project should be thoroughly

explained, the plans indorsed, and sanction given to promote the work.

Fifth. The nomination and election of the Promotion Committee should result from this conference. Such a Promotion Committee generally will include the preliminary committee as well as other interested citizens. It should be authorized to carry out the project.

Sixth. At this point the Promotion Committee should make a survey of the field, calling in local or outside persons qualified to make a study of social and religious conditions existing in the city. Such a study should reveal the number, kind, and location of constructive and destructive forces in the community, to what extent these forces and agencies are meeting the needs of the youth of the community, or how they are destroying character and injuring public welfare, and in what way the contemplated Community Young Men's Christian Association may supplement existing effort along constructive lines.

Seventh. Thorough publicity should be given the project, to prepare the community for a financial campaign, and for this purpose a Publicity Committee should be appointed by the Promotion Committee. *The educational side of the campaign is most important. Neglect of this seriously cripples the larger development of the work.*

Eighth. The first definite task of the Provisional Committee will be the conducting of the financial

NOTE: See pamphlet number 8 on "Surveys" in the Community series.

campaign. Experience has shown that it is generally very unwise to combine financially with any other organizations. The financial constituency should be kept always on an individual basis. Plans for financial campaigns will vary according to different fields, but the universal practice is to hold a campaign before the Secretary is called, so that he may be free from the beginning to give his best thought and time to an intensive study of the field and the program of activities. The budget should be large enough to provide for a thoroughly qualified Secretary, efficiently equipped headquarters, and effective advertising. In an ordinary community from $5,000 to $7,000 will be needed annually, and it is recommended that this be raised two to three years in advance. This gives sufficient time to demonstrate the program before again approaching the public for funds. The actual time given to soliciting funds should be short—not over three days in a community from 5,000 to 50,000 population and not over five days in a district of a large city. The shrinkage in the subscriptions generally averages eight per cent. When the Community Association has been established, future budgets should be raised, covering the needs of the organization for two or three years, as was done in the initial campaign.

NOTE: See pamphlet number 9 on "How to Conduct an Educational and Financial Campaign" in the Community series.

We herewith list a working budget:

Suggested budget exclusive of salary for Community Associations in places where the population ranges from 5,000 to 20,000:

Stenographic Service	$500
Rent	300
Janitor Service	50
Light	25
Library	50
Stationery and Office Supplies	75
Office equipment	100
Postage	100
Printing	100
Telephone	40
Conferences	150
Camps	100
Special Demonstrations	125
Subscription to State Committee	100
Subscription to International Committee	100
Miscellaneous	100
Shrinkage in collections	250
	$2,265

Suggested budget exclusive of salary for Community Associations in districts of large cities:

Stenographic Service	$1,000
Rent	400
Library	25
Stationery and Office Supplies	150
Office equipment	75
Postage	200
Printing	200
Telephone	100
Conferences	150
Subscription to State Committee	50
Subscription to International Committee	50
Subscription to Local or City Board	50
Miscellaneous	150
Shrinkage in collection	300
	$2,900

In addition to the total in the above budget, allowance should be made for the expenses of the campaign and the initial office equipment.

Ninth. Following the financial campaign, the Promotion Committee should, with the advice of the representatives of the supervisory agency on the field, create a permanent organization and elect a Board of

Directors. The finance campaign and other preceding steps will have revealed the men most to be relied upon. The new Board should be representative of the evangelical churches of the community, and each man should thoroughly understand the basis of membership in the Young Men's Christian Association. (See By-Laws in Appendix.)

Tenth. At the first meeting of the Board of Directors constitution and by-laws should be adopted and officers elected. (See Constitution and By-Laws.)

Eleventh. The Board of Directors should secure as its executive a competent Community Secretary.

Twelfth. An active membership, as a voting body and a service group, should be early cultivated and enlisted by the Community Secretary.

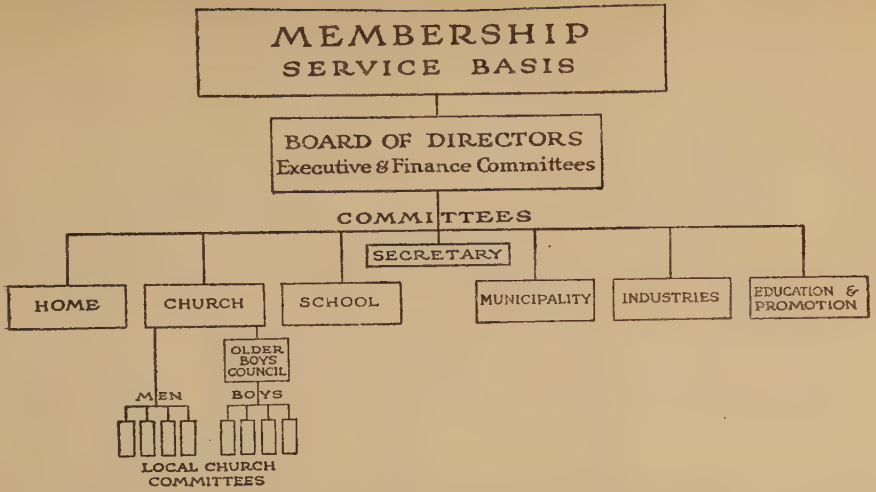
VIII

ORGANIZATION VISUALIZED

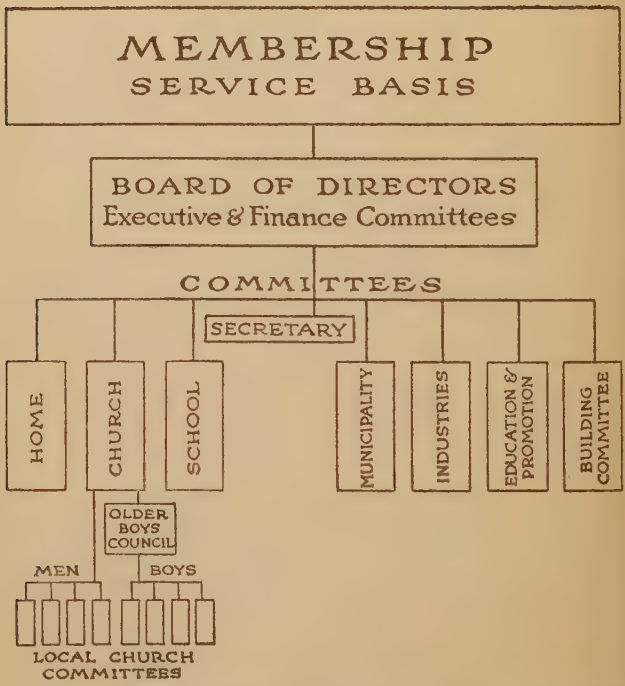
Attention is called especially to the diagrams in connection with this chapter. Careful study should be given to the question of organization, by laymen as well as by the Secretary, if the work is to begin to approximate its ideals. The committees are organized on the basis of cooperation with the constructive agencies.

The qualifications for committeemen and methods for appointing committees are covered in the by-laws. Special tasks for the special committees are indicated in Chapter IX.

As the Community Young Men's Christian Association has no privileges of its own to offer, and its efforts are largely given to enlisting boys and men in altruistic tasks, it has found it advantageous to have a service membership as indicated on page 98. Only service members who meet the requirements as stated in the constitution are entitled to vote or sit on the Board of Directors. (See Constitution, Article II, Section 2.)



Organization of a Community Young Men's Christian Association without a building



Organization of a Community Young Men's Christian Association operating with a building

Organization of a Branch of Young Men's Christian Association operating on the Community basis

IX

SUGGESTIVE PROGRAM OF COMMITTEE SERVICE

The activities listed in this chapter are intended to be suggestive as to some of the many ways in which the various committees may render service. No fixed classification is possible, as many of the activities can just as logically be classified under the School as under the Municipality, or the Home as the Church, etc. If the chapter gives the reader a working basis and directs his thought to concrete things that may be promoted, its mission will be fulfilled. For additional details regarding activities herein suggested, reference may be made to the following books, magazines, and pamphlets:

A complete file of *Association Boys*, 1902–1911.

American Youth, 1912 to date.

Secondary Division Leaflets, five in all, published by the International Sunday School Association.

"A Plan of Building and Extension Work Among Employed Boys."

"How Volunteer Leaders Can Help the Industrial Boy."

"Among Industrial Workers."

"Volunteer Social Service by College Men."

"The Employed Boys' Brotherhood."

"Find Yourself Campaigns among Employed Boys."

"Secondary Schoolboys' Christian Movement Series."

For additional information consult the Bibliography in Chapter XIV.

Finances

The Finance Committee should charge itself especially with the following duties:

1. Raising the budget.
2. Establishing a system for financial records.
3. Auditing bills.
4. Collecting subscriptions. It is imperative that this be promptly done, and it is unwise to expect the Secretary to do it. His time and influence should be used in other ways.

Cooperation With the Home

"At the center of community life the world over, among all races of men, there stands the Family. It determines the character of community life. The Hebrew nation developing out of the family of Abraham is a summary of social development. The human family grows out of smaller families. Scattered in lonely regions, in solitary mountain huts and forest cabins; crowded together on Chinese river boats, or in New York tenements; living in the primitive condition of African jungles, or in the high development of an American suburb, all families have in them the possibility of contributing to world life. Those who would Christianize the communities of the world must raise family life to its highest terms."[1]

To this end the Community program endeavors to

[1] "Christianizing Community Life," Ward—Edwards, p. 18.

reenforce the home through a program of service. Here are some of the things which might well be promoted by the Committee on Cooperation with the Home:

1. Home visitation systematically worked out by all churches; cover entire city.

2. Sending Thanksgiving and Christmas dinners to poor families. Entire district organized so that no family will be overlooked, and no duplication will occur. Opportunities here for churches and charity organizations to do real team work.

3. Establishing a home for homeless boys with a Christian woman as House Mother. Not more than ten boys in a home is advisable. The family idea is to be constantly kept in the forefront. The Home must not be institutionalized.

4. Promotion of group socials in the homes of the community or district, thus affording an opportunity for some boys to see real home life.

5. Parents' conferences for consideration of boys' rooms, boys' vacations, etc.

6. Sending the names of the mothers of young children to Children's Bureau at Washington, D. C., for pamphlets on infant care, etc.

7. Encouraging the reading by parents of books on sex education, home training of boys, etc.

8. Remembering the birthdays of the boys with a post card or letter. The Secretary might well have a card index in his office of every teen age boy in the district or community.

9. Encouraging thrift among boys by systematically promoting a program for money saving. Local banks will cooperate in this. See Saving Division, War Loan Organization, Washington, D. C.

10. Parents Meetings, e. g.

(a) Fathers' conferences.
(b) Mothers' conferences.
(c) Joint conferences of mothers and fathers.
(d) Mass meeting of parents followed by series of group conferences.

11. Father and Son Banquets.

12. Mother and Daughter Banquets.

Sometimes both may be held on the same evening in separate buildings or rooms, groups meeting after banquets are over for social evening. This emphasizes the family aspect.

13. Home garden growing contest.

14. Chicken raising contest.

15. Corn raising contest.

16. Interesting school officials to furnish a classroom in the school building as a *typical boys' room*, open to the public for inspection. Series of talks might be given in connection with the plan.

17. Promoting neighborhood entertainments consisting of songs, motion pictures, illustrated talks, games, amateur dramatics, etc. The plan should be to encourage the families of the neighborhood to participate in these social gatherings.

18. Home game tournaments, such as chess, checkers, etc.

COOPERATION WITH THE CHURCH

The Community Young Men's Christian Association is an expression of the Church in the specialized field of work with boys and men, in that, first, its control is in the hands of members in good standing of evangelical churches; second, that one of its principal aims is to lead boys and young men into vital active church membership and regular attendance upon church services; third, that it seeks to raise up and train workers and leaders for the churches; fourth, that it aims to develop among its Christian members loyalty to the principles, teaching, and program of their respective communions, and to cherish the spirit of Christian brotherhood with reference to all communions. There is, too, a growing conviction that the leaders of Christian forces to a larger degree than heretofore, must be community-minded men if the Church is to continue to be a dynamic force in spiritualizing the community.

"The effort to Christianize community life requires the operation of Government. All the great social reforms—the abolition of child labor, the reduction of infant mortality, the protection of children from vice, the improvement of education, the abolition of poverty—every one of them involves government action. Efficiency in government is an indispensable tool for social progress. But it must be another kind of efficiency than is commonly admired. It must be efficiency in caring for all the interests of all the people, in giving expression to the common vital desires of the whole community. Such a government is the people

doing together in all justice and brotherhood the things they cannot do apart."[1] The Church may be a great contributing force to this end.

Many things have been accomplished for Community betterment when the Church and the Association have pooled their strength and influence. A few of these are indicated.

A. Boy.

1. Cooperation in establishing organized groups and classes in the Sunday school.
2. Bible Teachers' Training Classes for older boys.
3. Series of older boys' religious meetings.
4. Older Boys' Conferences:
   (a) Local.
   (b) District.
   (c) State.
5. Boys' Sunday, when older boys will attend church in a body; pews reserved for them; special sermon.
6. Father and Son Sunday.
7. Song services at hospitals conducted by boys themselves.
8. Older Boys' Watch Night Services, New Year's Eve. These should be well planned and decision making in character.
9. Systematic interviewing of boys regarding their Christian life.
10. Interchurch summer camps:
    (a) Long term.
    (b) Week end.
    (c) Over night.

[1] "Christianizing Community Life," Ward—Edwards.

11. Cooperation in establishing interchurch leagues.

12. Interchurch field meets.

13. Making possible a program of physical work for all churches.

14. Outings and hikes, recreational and educational.

15. Gypsy trips and educational tour for one week or more.

16. Kite flying contests.

17. Pet shows—an opportunity for boys to exhibit their rabbits, dogs, birds, white mice, etc.

18. Art exhibit and contest.

19. Hobby day exhibit.

20. The American Standard Program and the Boy Scout Movement, as well as other movements for boys in churches.

21. Interesting boys in the erection of a scout cabin which makes good headquarters for over-night trips.

22. Bird house contests.

23. Interchurch stags.

24. Interchurch swimming contests.

25. Interchurch older boys' retreat.

26. Promotion of attendance at older boys' conferences.

B. Adult.

1. Promoting men's Bible classes. It might be well to encourage courses dealing with social problems from the Christ viewpoint.

2. Federating men's Bible classes. The federation should be a force for righteousness in the community.

3. A community-wide survey to include—
   (a) Religious census.
   (b) The constructive character-building agencies.
   (c) Agencies that are detrimental to character building.
   (d) The community from a physical hygienic standpoint.

4. Training courses in principles and methods of teaching, etc., for adult workers with boys, both denominational and interdenominational.

5. A training class for policemen, where boy life and leadership among boys may be studied; a unique opportunity to help make the policeman a social worker in an unofficial capacity.

6. Undenominational mass meetings for men.
   Character of meetings:
   (a) Social service emphasis from the Christ standpoint.
   (b) Evangelistic.

7. Organizing the strong Christian men for a "Campaign of Friendship" in which boys in the community will be interviewed personally along Christian character building lines and decisions for Christ secured. This might well be an annual campaign. Where the community is small every boy could be interviewed.

8. Making possible a well-defined program of work in the interest of the wage-earning boy.

9. Organizing among employed boys "Find Yourself" campaigns. The purpose of these campaigns is to help boys to discover their vocational bent, and how

they can best serve humanity through their vocation. See *American Youth*, June, 1915. For special material write C. C. Robinson, International Committee of Young Men's Christian Associations, 347 Madison Avenue, New York, N. Y.

10. Campaign to enlist boys to go to college.

11. Vacation Bible schools.

12. Training courses for scout masters.

13. Discovering and enlisting Big Brothers for work with needy boys.

14. Cooperation in Juvenile Probation work.

15. An educational community-wide campaign for personal and social hygiene.

16. An educational community-wide campaign in the interests of—

(a) City planning.
(b) Wider use of the schools.
(c) Playgrounds.

17. Preparing and publishing a codification of state laws relating to children.

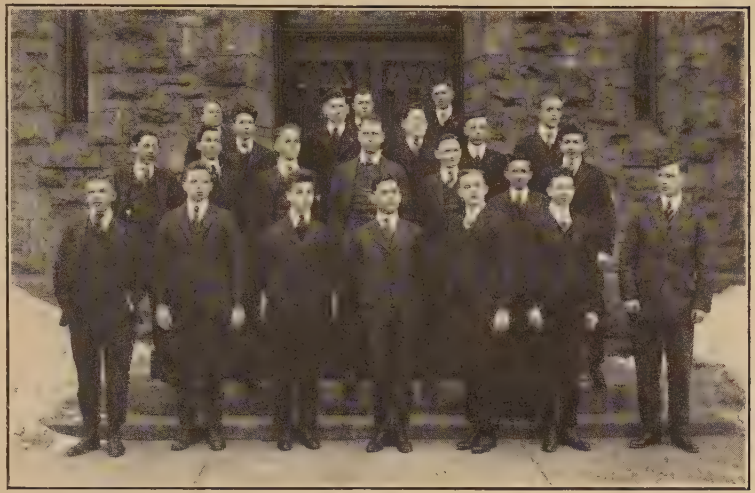
18. Cooperation with moving picture theaters in helping to make them a larger educational and moral factor in the community.

19. A series of high-class entertainments. This is greatly needed, especially in small communities.

20. Bringing to the community state, national, and international experts from various organizations on special phases of community life.

21. Special Campaigns:

(a) Anti-Tuberculosis.
(b) The House Fly Pest.



An Older Boys' Group, representatives from every boys' organization standing for Christian character in the community.

(c) Alcohol and Efficiency.
(d) Anti-Cigarette.
(e) Safety First.

22. A newsboy organization. (Character building prime object.)

23. Father's Day.

24. Mother's Day.

25. Campaign to teach every boy to swim.

26. Interchurch field meet.

27. Deputation of Gospel Teams composed of the church laymen or young people of the several churches. These teams can conduct religious services in the smaller churches of the outlying districts of the community, as well as special meetings for boys.

Older Boys' Cabinet

The Cabinet is composed of selected older boys. (See diagram of organization on page 35. It should hold regular monthly meetings, discuss from the boys' standpoint the problems arising in the schools and churches of the community at large, and make such recommendations to the Board of Directors as will help to meet the existing needs. Each boy on the Cabinet should be asked to become thoroughly conversant with some definite phase or problem of boy life, thus making it possible at the Cabinet meetings to get a comprehensive opinion regarding these problems.

Cooperation with the School

There are at present over 20,000,000 boys and girls receiving instruction in the public and high schools of the United States. They are taught by 580,058 teach-

ers, and the annual expense for their instruction is about $556,000,000. These figures are significant of the fact that the people have a tremendous faith in the public school and its possible fulfilment of their earnest desire to give their sons and daughters a chance in life.

It is gratifying to note that of late years there has been an earnest attempt on the part of many to aid the school in adapting itself to the changing social and economic conditions. For these purposes the people have shown a greater willingness to be taxed, which is in itself a recognition of the importance and possibilities of the school.

In the Community Association program the school is recognized as one of the fundamental institutions, and therefore the Association endeavors to cooperate with the members of the school board and school faculty in aiding them to create sentiment which will bring to fruition the greatest possibilities of the school for the scholars as well as the community. Here are some of the ways in which this has been accomplished:

1. Wider use of the school plant as a social and recreational center.

2. Campaign in interests of medical inspection of schools.

3. A parents' and teachers' association.

4. Development of the Standard Efficiency Tests scheme for the boys of the community.

5. Demonstration of school yard games and development of interest in them.

6. Development of organized and supervised play recess period.

7. Interschool leagues.

8. Evening school for working boys and adults.

9. A series of vocational talks for student body.

10. A series of municipal lectures followed by compositions prepared by students.

11. A vocational survey of students and a vocational bureau.

12. Reception to faculty and freshmen through high school students at opening of schools, when an effort should be made to set high standards in athletics and morals among the student body for the ensuing year.

13. Organizing of high school clubs, the purpose being to create, maintain, and extend throughout the school high standards of Christian character.

14. Various tournaments.

15. "Why Go to High School" talks to graduating class of grade school boys.

16. "Why Go to College" talks to graduating class of high school boys.

17. Council Fire for grade and high school boys at end of school term, to suggest various ways of spending vacation, how to get the most out of it, where to go, etc. Popular presentation may be made by men who have had actual experience.

Cooperation with the Municipality

"The word City is often used in a double sense. It frequently means the aggregation of people attaching to a common center of work, business, and pleasure. In this sense the geographical boundaries are not sharply defined and the actual residences of its people

are not carefully investigated. On the other hand, the city as a body politic is a definite territory with the people who permanently reside upon it organized in the supreme category of human society—government. The city as a municipality may be weak or strong. It may be wise or foolish. Its functions may be carefully curtailed or enthusiastically expanded. But in any case, in a modern state, a city as a body politic must perform a series of functions that give it a commanding importance in relation to the city as a social and industrial center."[1] To the latter end the Community Association endeavors to supplement the municipality. Some of the ways in which this is done are listed here:

1. Use of municipal playground in the evening as well as during the day.

2. Cooperation with the existing playgrounds by organizing unrelated boys and relating them to the playground for their games, thus aiding the playground to serve a larger constituency and at the same time helping to popularize the playgrounds in the community.

3. A municipal swimming pool. (It is generally more advantageous to have it in connection with the school plant.)

4. Community program for national holidays such as—

(a) Lincoln's Birthday.
(b) Washington's Birthday.
(c) Decoration Day.

[1] "Great Cities in America."—Wilcox.

An old cow pasture turned into a popular and much used municipal tennis court.

(d) Fourth of July (Sane Fourth Program).
(e) Labor Day.
(f) Thanksgiving Day.

5. Community open-air skating rinks. Music might well be provided one or two nights during the week.

6. Helping to create sentiment and supplementing proper agencies in bringing to pass a "Clean-up day."

7. Municipal Christmas tree and pageants.

8. Community play festivals.

9. Cooperation with and supplementing agencies existing for the enforcement of laws affecting child life.

10. Story-telling hours in the public library, school buildings, and on the playgrounds.

11. Recognition of Arbor Day by planting of trees.

12. "Health and Happiness Week."

Cooperation With Industries

"These days of great industrial and social changes in America produce many problems. The inevitable tendency of the day, however, is toward industrial betterment, safety, industrial education, efficiency, and the many other things which have become so familiar to progressive employers.

"There is no longer any question that these things are worth while, both from the human and the economic standpoint. They enrich character and increase happiness and at the same time they 'pay' in dollars and cents.

"The very center of final success in improving conditions and increasing the efficiency of the working man must be the spirit of fairness and knowledge on the

part of the employer of how to deal sympathetically and intelligently with his employes. Every progressive employer knows how greatly he desires foremen, superintendents, managers, and others, who possess these qualities. Much ill-feeling and many labor difficulties and strikes could be avoided if such men had the right attitude."

"The Young Men's Christian Association, with its many years of successful work with industrial boys and men, is able to render a service to employers and employes which is of benefit to both." Some of the ways in which Associations are cooperating with the industries are herewith given:

1. Intershop athletics.
2. Noon hour informal games.
3. Noon hour entertainments. Use local talent if possible.
4. Shop night schools and educational classes.
5. Shop playgrounds.
6. Health talks.
7. Shop meetings and Bible classes.
8. Shop libraries.
9. Receptions of officers of concerns to which employes are invited.
10. Employed Boys' Brotherhood.
11. Family gardens.
12. A constructive program of work among foreigners, for example:
    (a) Teaching foreigners English.
    (b) Special classes to prepare men to secure their naturalization papers.

The change in the public square of one southern city after the coming of the Community Association.

"Coming Americans."

NOTE: For a more exhaustive list of activities, consult "Among Industrial Workers," Association Press, 347 Madison Ave., New York City.

Write Community Secretary, International Committee, Young Men's Christian Associations, 347 Madison Avenue, New York City, for names and addresses of Secretaries who have most successfully carried out the above plans or others in which you may be especially interested.

COMMITTEE ON EDUCATION AND PROMOTION

The function of this committee is to carry on a sustained propaganda of education and promotion which will serve to develop a constituency growing in intelligence, interest, and numbers. Especially in the Community Association Work where there is no building is this important. The reasons are obvious. If the work be systematically done it will obviate dangers in the future. The following concrete suggestions are made:

1. A series of constructive and well-written newspaper articles as to the aim of the Association, as well as the work accomplished.

2. A quarterly confidential letter to the contributors giving prominence to things accomplished by the Association through cooperation with other agencies, as well as results from work with individuals. Many things can go into a letter of this character which cannot have newspaper publicity. *Contributors are entitled to such information.*

3. An annual dinner to which contributors are in-

vited (with a reasonable charge per plate), at which time reports of the work and future plans are presented. There should be no solicitation. This should be primarily a time for the committee and Secretary to get acquainted with those supporting the work.

4. An annual Association Sunday, when the pulpits should be occupied by Association speakers. This should be for educational and inspirational purposes. When possible, have the work presented briefly by a layman or a boy and have the minister preach on the Young Men's Christian Association.

Community Council

For particulars as to how Council is organized see By-Laws, article IV, page 99.

Although the Community Council is not indicated as part of the organization in the diagram on page 35, it is an important factor in a Community program.

The Council can profitably meet at least every three months to discuss community-wide problems. This quarterly gathering will also afford an opportunity to keep a group of leading citizens informed and actively interested. Many themes will come up naturally for discussion in the various sub-committee meetings, and because of the community-wide aspect of some of the themes it will be necessary at times to have them discussed by a larger group. The Community Council affords this opportunity. Many community-wide plans of real significance can be realized by an intelligent, organized Council. Such themes as the following may well be brought before this representative group:

1. Value of a comprehensive city-wide survey.
2. Play in relation to character-building. The city's part in providing supervised playgrounds.
3. The use of school buildings as community centers.
4. Medical inspection of schools.
5. Causes of poverty and possible remedies.
6. Causes of duplication and overlapping in the religious education program of a community. The remedy.
7. City planning.
8. The shack and tenement house problem and its relation to the present social and economic conditions.
9. Socialized vice.
10. The street trading of children and its relation to child delinquency.

X

THE NEED OF A BALANCED PROGRAM

The four aspects of the Young Men's Christian Association Community Work that are constantly emphasized are:

First. A program of activities for the boys and men of the entire community.

Second. The elimination of the causes of evil conditions which handicap the development of character.

Third. The bringing into existence and fostering the growth and development of those positive forces which tend to upbuild the individual as well as the community.

Fourth. The uniting of the Christian boys and men for winning others to the Christian life, enlisting them in service, and relating them to the Church.

To keep these fundamental planks of the Community platform in their proper relation is, perhaps, one of the most difficult tasks with which the Association is confronted—difficult because we have constantly to contend with the individuality of the Secretary, and generally individuals possessing real leadership have strong characteristics and marked ability along some one line. Seldom are all the qualifications which are so essential embodied in one person. Consequently, the program must not be the program of the Secretary, but rather of a group of men of varied qualifications

and experience, cooperating with him. United efforts will largely assure a balanced program. Furthermore, it is possible for a program to be well balanced as it relates to activities and the elimination of causes, and, at the same time, to be unbalanced in that it fails to include all four of the fundamental institutions in its field of operation. To emphasize any one of the above phases to the neglect of another is to retard at the very outset the full effectiveness of Community Work.

"That which you expect to put into the child you must put into its environment." Therefore it is imperative that we cooperate with and relate ourselves to the organizations that are working for better social conditions; together we can hasten the day when every child will have a normal chance to develop into a strong, Christian man or woman. Good housing conditions, proper sanitation, reasonable hours of work, protection from disease, etc., are all basic.

While the above is true, it is well for us to remind ourselves constantly that bringing into existence ideal conditions or imparting great moral and religious truths alone will not make strong characters. Strong characters are developed through expression. The child is primarily a "doer." He lives in the region of the concrete, not the abstract. Consequently, his best development demands a program of activities which will afford the opportunity for full expression of his unfolding character and pent-up energies.

The committee and the Community Secretary are in constant danger of becoming, on the one hand, primarily

promoters of activities, or on the other, primarily students of social conditions. The maximum results will be obtained only when the two are combined, and vitalized by the spirit of Jesus Christ.

While encouraging communities to express their civic life in better housing conditions, playgrounds, parks, etc., we must encourage self-expression on the part of individuals in altruistic service. While suppressing commercialized vice, we must in an increasing degree be factors in releasing virtue in individuals. While we may awaken ideals in boys and young men, and create a desire for their realization, we must at the same time encourage wholesome recreation. Character is acquired by the activities and amusements in the shop, school, and street, as well as by the controlling influence of the Church and home.

The ideal we seek to realize is that of eventually removing the causes of evil which handicap the development of character. This we must persistently keep in the foreground. At the same time we must not neglect to supplement and reenforce the great constructive agencies working for the betterment of the individual. Meanwhile we must promote a strong, constructive, balanced program of activities, for through these we are opening the way to make the former an actuality.

XI

SUGGESTIONS FOR A BOARD OF DIRECTORS

The members of the Association's Board of Directors are such vital factors in the Community program and the progress of the work depends so largely on their vision, their attitude as to the great objectives, and the extent to which they actually assume responsibility, that it is of primary importance that careful consideration be given to their selection. Progressive plans are worked out, not by the Secretary alone, but in conference with, and by the influence of, thoughtful, consecrated Christian business men.

In addition to a group of business men on the board, it is well to have, whenever possible, a physician, a lawyer, a representative of the Board of Education, a representative of Sunday school and church interests, a man who is vitally interested in the high school boy, and someone who has like interest in the employed boy and the "less fortunate" boy. This makes it possible for the Secretary at board meetings and in personal conferences to get intelligent advice and service in connection with practically every phase of his work. Care should be taken, though, in the desire to secure a board representing all of the community interests, that vital qualities of Christian character and leadership are not overlooked.

The board might advantageously spend some time on

the night of the regular board meeting, previous to or immediately after the business, in discussing a chapter of this Handbook. Such a discussion would materially aid the board in becoming more familiar with the principles and objectives of the Community Young Men's Christian Association.

The following suggestions are not based on theory, but are the outgrowth of the experience of a great majority of Community Associations. The board should carefully consider this chapter. Departures from these suggestions should be made only on account of unusual local conditions.

1. Leadership is of such importance in Community Work that it is essential to secure a Secretary who possesses in a marked degree consecration to Christ, devotion to His Kingdom, and a full appreciation of the social propaganda as an expression of the Christian life. It is far better to postpone the securing of a Secretary than to be satisfied with inefficient leadership. (Read again Chapter VI, on Leadership.)

2. A central office as headquarters conveniently located in the business section of the city or district should be secured, and furnished in a dignified and businesslike manner. In some fields an attractive store is used as an office. There is an advantage in the easy access to the street and opportunity for using the show windows for exhibits. Two rooms are recommended, an outer office for the stenographer and a private office for the Secretary, which is also used for interviews and committee meetings. Striking pictures, charts, diagrams, etc., may well be displayed on the walls, to

visualize the work, in order to stimulate thinking and a desire to serve on the part of those who call at the office. The office should rapidly become a clearing-house and bureau of information for agencies in the community working for the upbuilding of character. The committee should avoid having the office connected with any business office, church, social or welfare agency, or other sectarian or partisan organization.

3. The committee should constantly remind itself that the purpose of the membership of a Community Young Men's Christian Association is not a means by which to raise money. There are no privileges to be sold. The associating of older Christian boys and men in Christian service in the community should dominate the thinking of the committee.

4. The committee must take the financial load upon its shoulders. The Secretary may help in the directing of the financial solicitation and collecting of subscriptions, but he should be practically free to give himself to the task to which he has been called. (Read again paragraph on Finance Committee, in Chapter IX.)

5. There is a real danger of diagnosing a community's needs from a superficial study of conditions and of making deductions which will not stand close scrutiny. Early in the development of the work, if not previous to the financial campaign, a complete survey should be made, in order that the committee may be intelligent as to the needs of the field and the forces working in harmony with their purposes, and also discover those forces working against their objectives. In addition,

they should be acquainted with the fundamental characteristics of the community, as these have great significance.

6. Early in the development of the work a policy should be worked out and adopted which will cover a period of years and anticipate the growth of the community.

In order to develop a well rounded and intensive program, some Associations conduct two-day institutes. Large meetings are not desirable. The institutes are primarily a series of conferences with each committee of the Association. During the first day and a half conferences of about two hours' duration are held with each of the following committees: Executive, Finance, Cooperation with the Home, Cooperation with the Church, Older Boys' Cabinet, Cooperation with the School, Cooperation with the Municipality, Cooperation with Industries, and Education and Promotion. In some institutes a conference with the ministers and school officials is included.

At all of these conferences the need of the individual boy and man, as well as the community life, is considered from the standpoint of the special responsibility of each committee, such as the Home, the Church, etc.; and in the light of these discussions a tentative policy covering from a year to three years is worked out.

The second event is a supper conference, to which the Board of Directors and all of the sub-committees and ministers are invited. At this final meeting the chairmen of the various committees submit their recom-

mendations which are the outcome of the previous meetings. The recommendations are thoroughly discussed by the entire group and if they meet the approval of these men they are included in the policy and are visualized on a large chart. When each committee has submitted its recommendations and those that are suitable have been accepted, the result is a composite policy on which the entire committee force is united.

Some of the apparent results derived from such an institute are:

First. It graphically portrays the needs of the community.

Second. It emphasizes the bigness of the task and the necessity of the laymen assuming real responsibility.

Third. It definitely puts before the various committees concrete tasks to accomplish in a given period of time.

Fourth. It establishes for the Secretary and committeemen an ideal toward which to strive and safeguards a dissipation of their thought and energies. At the same time it provides guideposts by which to check up such progress as is being made toward the realization of the underlying principles of Community Work.

Fifth. It presents a concrete challenge with which to go to individuals and to the community, for service and cooperation.

7. It is well for the committee constantly to keep before them as a goal the Balanced Program. (See Chapter X.) There is real danger that the welfare

aspect of the work will appeal to a certain class of workers, to the loss of the spiritual motive and achievement. The directly religious objective must not be lost sight of in pushing the social program. Likewise, the social objective must not be lost sight of in pushing the directly religious program. The two emphases are essential for an effective religious work.

8. We must never fail to realize that the Community Young Men's Christian Association exists primarily to serve the Home, the Church, the School, and the Municipality, and is not a substitute or rival of these agencies. (Read Chapter III, on Objectives.)

9. Do not try to realize a five years' program of work in one year. *Community Work calls for Builders rather than Boomers.*

10. There is a constant danger of yielding to the temptation of building up new organizations instead of bringing about the correlation of present agencies and raising the standard of their efficiency.

11. Consult freely and keep in touch with the literature of state and national agencies, such as International Sunday School Association, Playground and Recreation Association, Boy Scouts of America, etc. (See Chapter XIII for Suggestions.)

12. Do not overlook the individual in dealing with the mass. Some Community Secretaries are having as many as two thousand personal interviews a year.

13. It is fundamental to the success of the work that the Secretary multiply himself through volunteer leadership and existing organizations. It is possible for various organizations to so employ his time in the

A Community Secretary interviewing an older boy. Each year hundreds of boys and men are counselled with in this intimate fashion concerning life problems that require adult advice.

promotion of activities, as to make it impossible for him to organize the lay forces of the various local organizations to do their own specific tasks. The latter is essential for permanent success.

14. There should exist the closest working relationship between the local Association and the State Committee, as well as the International Committee. This is imperative because of the many new developments and the necessity for a very progressive policy, as well as a correlation of methods and principles which will be of working value to given communities.

15. No Secretary can in a large way guide his committees in a program for the religious, moral, and social uplift of the community without annually attending the summer schools on Community Work and participating in such conventions and conferences as have a relation to his program. The budget should amply provide for this.

16. The Board should expect that the Secretary will set aside a regular time for study and personal spiritual growth, and for the cultivation of his social and recreational life, and that this time will be kept religiously. There is a real danger that the Secretary's religious life may become so mechanical that it will lose its spontaneity and effectiveness, even though he is daily promoting religious work. He should make Bible study, prayer, and meditation an actuality in his own life if through him the community is to feel the force of the principles of Jesus Christ.

XII

VISITATION CENTERS

The change from building emphasis to the community emphasis, as exemplified in the Community Association program, involves some departure from the previous viewpoint of the worker. Because of this has been developed the visitation center plan, which affords an opportunity for Secretaries who contemplate entering the work to visit organized centers for conference, study, and practical experience, under the direction of an experienced Secretary.

The Garden City Community Association Conference, February, 1915, strongly urged upon the various supervising agencies that provision for such opportunity be made as an essential part of the plan for manning new fields. The following program was adopted to make such a visit as profitable as possible:

First. An information blank or letter to the Secretary of the center to be visited, to include the following information:

(From the visiting Secretary.)
Name Age
Home address
Where born and brought up
Educational advantages
Various employments since leaving school or college. (Character and length of service of each.)

With what Young Men's Christian Association building and extension activities are you familiar?
What books that have bearing upon general work with boys have you read in the past two years?
What welfare work have you had acquaintanceship with?
(From the State and International Secretaries.)
From your knowledge of his past boys' work experience what are indicated to be the visitor's
Points of strength
In dealing with boys.
In organization.
Personal.
Points of weakness
In dealing with boys.
In organization.
Personal.

Second. Familiarity with the following books and pamphlets—to be gained before the visit if possible:

"Community Work of the Y. M. C. A.," Ritchie.
"Boy Life and Self Government," Fiske.
"Sunday School and the Teens," Alexander.
"Wider Use of the School Plant," Perry.
"Christianizing the Social Order," Rauschenbusch.
"Physical Education," Physical Department, International Committee, Y. M. C. A.
"Spirit of Youth in the City Streets," Addams.
"The Springfield Survey," Russell Sage Foundation.
"Christianity and Amusements," Edwards.
"The Family and Social Work," Devine.
"Christianizing Community Life," Ward-Edwards.
The American Standard Program.

Association Press—
High School Bulletins, 1, 2, 3, 4, 5.
Employed Boy Bulletins.
"Association Secretaryship," C. K. Ober.

"A Community that Grew from Within," Ritchie.
Sage Foundation—
"Unused Recreational Resources of the Average Community," Perry.
"The Community-used School House," Perry.
"The New Attitude of the School to the Health of the Child," Ayres.
"Athletics in the Public School," Hanmer.

Third. Suggested outline of subject matter to be covered as far as practicable on the field by the visiting Secretary under the direction of, and in conference with, the Secretary of the center visited, through practical work and by study and investigation.

1. Organization and business administration.
   (a) Organization:
      Method of promoting Community Young Men's Christian Association Work.
      Educational and Financial Campaign.
      Plan of Organization—
         Constitution and By-Laws.
      Program of work through committees.
      Developing committee's sense of responsibility.
      Enlisting men in committee service.
      Converting community to new program and ideals.
      Educating Association's constituency.
   (b) Business Administration:
      Suggested budget.
      Method of securing and collecting contributions.
      Financial system.

Statistical records.
Filing system—
Financial, statistical, letters, informational.
Actual demonstration of how to prepare for and conduct board and committee meetings.

2. Underlying principles and objectives.

Illustrate by concrete examples from the local field the practical working out of the underlying principles and objectives set down in Chapters III and IV.

3. How to analyze a field and make use of the results.

4. A suggested program of work for a given field in connection with the Home, Church, School, Municipality, and Industries.

A list of possible activities in cooperation with each thoroughly discussed and where possible investigated.

Study of the progress made toward the realization of this program in the local center visited.

5. Intimate acquaintance through practical work with the promotion and conduct of

(a) High School Student Christian Movement.
(b) Organized Bible Class activities and Boys' Department organization in the Sunday school.
(c) Social center and playground work.
(d) Organized school ground play.
(e) Methods of sex education.
(f) Work for employed boys.
(g) The American Standard Program.

Fourth. A report letter from the Secretary of the center visited to the state or other supervisory agency.

XIII

KINDRED ORGANIZATIONS

Every Community Secretary should be in touch with the following national and international organizations and movements, and familiar with their instructive leaflets and pamphlets, which may be obtained free or at a nominal cost. The Community Association will undoubtedly come in touch with organizations which are not listed here. The list given is not exhaustive, but includes many of the most helpful agencies with which the Association can cooperate.

Aetna Life Insurance Company, 100 William Street, New York City, and Hartford, Conn.

American Association for Labor Legislation, 131 East 23rd Street, New York City.

Purpose: To investigate conditions underlying labor legislation, and to collect and disseminate information leading to greater care and uniformity in such legislation.

American Association for Study and Prevention of Infant Mortality, 1211 Cathedral Street, Baltimore, Md.

American Association for the Study of the Feeble-Minded, Faribault, Minn.

Purpose: To discuss all questions relating to the causes of feeble-mindedness and the condition of the feeble-minded; to consider their management, training and education, and lend influence toward the establishment of institutions for their care.

American Civic Association, 913–914 Union Trust Building, Washington, D. C.

Purpose: To cultivate higher ideals of civic life and beauty in America; to promote city, town, and neighborhood improvement; to secure the preservation and development of landscape and the advancement of outdoor art. It aims to make living conditions clean, healthful, and attractive.

American Federation of Labor, 801 G Street, N. W., Washington, D. C.

American Institute of Social Service, Bible House, Astor Place, New York City.

Purpose: To serve as a clearing house for facts, experiences, and ideas on social and industrial sentiments. Those interested may consult a large specialized library and a department of expert information and may borrow books and documents so far as the library contains duplicates. The Institute has several thousand negatives on social subjects from which slides may be made to order, conducts a lectureship on social subjects, arranges for special investigations. All its services are free except special investigation.

American Medical Association, 535 North Dearborn Street, Chicago, Ill.

Purpose: To promote the science and art of medicine and to endeavor to unite in one compact organization the medical profession of the United States for the purpose of fostering the growth and diffusion of medical knowledge. Pamphlets on medical fakes and fakers.

American Museum of Safety, 18 West 24th Street, New York City.

American Peace Society, Colorado Building, Washington, D. C.

American Red Cross, Washington, D. C.

Purpose: To furnish aid to the sick and wounded of armies in time of war; to carry on in time of peace a system of national and international relief for those suffering from pestilence, famine, fire, flood, and other national calamities, and to devise and carry on measures for preventing the same.

American School Hygiene Association, College of the City of New York, New York City.

American Social Hygiene Association, 105 West 40th Street, New York City.

Anti-Cigarette League of America, 1119 Woman's Temple, Chicago, Ill.

Pamphlets on Clean Life.

Anti-Saloon League of America, Westerville, Ohio.

Purpose: To secure the ultimate national suppression of the saloon in the United States and its progressive local repression as a means to that end. The League publishes the "American Issue" and many leaflets.

Big Brother Movement, 200 Fifth Avenue, New York City.

Boy Scouts of America, 200 Fifth Avenue, New York City.

Boys' Club Federation, 1 Madison Avenue, New York City.

Purpose: By association of individuals and clubs to promote the work of boys' clubs and to further the formation of new clubs where needed; to supply men for superintendents; to give advice and furnish literature.

Boys' Department of the International Committee of Young Men's Christian Associations, 347 Madison Avenue, New York City.

Bureau of Municipal Research, 261 Broadway, New York City.

Camp Fire Girls of America, 31 East 17th Street, New York City.

Carnegie Foundation, 576 Fifth Avenue, New York City.

Charity Organization Department, Russell Sage Foundation, 130 East 22nd Street, New York City.

Purpose: To extend charity organization work in communities where it has not yet taken root and in communities desiring to increase local efficiency; to gather up the best experience of existing associated charities or charity organization societies and give it currency.

Chicago Society of Social Hygiene, 32 North State Street, Chicago, Ill.

Child-Helping Department of the Russell Sage Foundation, 130 East 22nd Street, New York City.

Purpose: To undertake certain lines of work in the child-helping field; to furnish advice in the improvement of existing child-helping agencies and in the development of new plans. Studies are being made of child-placing agencies in the United States.

Church Association for the Advancement of the Interests of Labor, 416 Lafayette Street, New York City.

Purpose: To interest the clergy and laity of the church in the questions now being agitated; to inform them as to the nature of the issues presented and to be prepared to act as the necessities of the day may demand.

Church Laymen's Union, 23 Union Square, New York City.

Church Temperance Society (Protestant Episcopal), 949 Broadway, New York City.

Leaflets on "Cut it Out," "What it Means to the Workingman."

Committee of One Hundred on National Health, 105 East 22nd Street, New York City (Room 51).

Committee on the Prevention of Tuberculosis, Charity Organization Society, 105 East 22nd Street, New York City.

Pamphlets on "How to avoid tuberculosis," "How to prevent tuberculosis."

Conference for Education and Industry, 508 McLachlen Building, Washington, D. C.

Congregational Home Missionary Society, 287 Fourth Avenue, New York City.

Council of Jewish Women, 3437 The Passeo, Kansas City, Mo.

Purpose: To bring about a union of Jewish women for conference and work; to further united efforts in behalf of Judaism and in the work of social betterment through religion, philanthropy, and education.

Daily Vacation Bible School, 90 Bible House, New York City.

Department of Child Hygiene, Russell Sage Foundation, 130 East 22nd Street, New York City.

Purpose: To conduct researches and promote activities favorable to the physical, moral, and intellectual welfare of children, especially public recreation and the health and progress of school children. Lines of study and investigation, public baths, public

school athletic leagues, Sunday school athletic leagues, play festivals and pageants for the celebration of national holidays, folk dancing, wider use of the school plants, etc.

Department of Social and Public Service, 25 Beacon Street, Boston, Mass.

Purpose: To be of service to Unitarian churches or to any other organizations and individuals who wish it, in the conduct of their social work.

Division of Information, Department of Labor, Washington, D. C.

Pamphlets on Naturalization of Aliens in the United States, The Opportunity, Constitution of the United States, etc.

Educational Department of the International Committee of Young Men's Christian Associations, 347 Madison Avenue, New York City.

Efficiency Society, 119 West 40th Street, New York City.

Federal Council of the Churches of Christ in America, 105 East 22nd Street, New York City.

Purpose: To bring the Christian bodies of America into united service for Christ and the world; to secure for them a larger combined influence in all matters affecting the moral and social conditions of the people.

Federation of Day Nurseries, 105 East 22nd Street, New York City.

Purpose: To act as a general bureau for the collection of information in regard to existing day nurseries, and for the publication and distribution of literature that would prove helpful to those desiring to start new ones.

Fidelity and Casualty Company, 92 Liberty Street, New York City.

Fly Fighting Committee of America, Civic Association, 156 Fifth Avenue, New York City.

Leaflet "Kill Flies and Save Lives."

Health Education League, 8 Beacon Street, Boston, Mass.

Home Garden Association, 612 St. Clair Avenue, Cleveland, Ohio.

Reports handsomely printed and illustrated on Home Gardening.

Immigration Restriction League, 11 Pemberton Square, Boston, Mass.

Purpose: To secure needed legislation on emigration matters and proper enforcement of the laws; to distribute information concerning conditions of immigration.

Industrial Department, International Committee of Young Men's Christian Associations, 347 Madison Avenue, New York City.

International Reform Bureau (Temperance and Social Purity), 206 Pennsylvania Avenue, S. E., Washington, D. C.

International Sunday School Association, 1416 Mallers Building, Chicago, Ill.

Jewish Agricultural and Industrial Aid Society, 174 Second Avenue, New York City.

Joint Commission on Social Service of Protestant Episcopal Church, 281 Fourth Avenue, New York City.

Methodist Federation of Social Service, 72 Mt. Vernon Street, Boston, Mass.

Metropolitan Life Insurance Company, 1 Madison Avenue, New York.

Health promotion pamphlets.

Missionary Education Movement, 156 Fifth Avenue, New York City.

National Association for the Study and Prevention of Tuberculosis, 102 East 22nd Street, New York City.

Purpose: To study tuberculosis in all its forms and relations; to disseminate knowledge concerning it; to encourage its prevention and scientific treatment. Tuberculosis pamphlets and cards in 18 languages.

National Board Young Women's Christian Association, 600 Lexington Avenue, New York City.

National Child Labor Committee, 105 East 22nd Street, New York City.

Purpose: To investigate and report the facts concerning child labor; to raise the standard of public opinion and parental responsibility with respect to the employment of children; to assist in protecting children by suitable legislation against premature or otherwise injurious employment.

National Child Welfare Association, 70 Fifth Avenue, New York City.

National City Planning Conference, 19 Congress Street, Boston, Mass.

National Civic Federation, 1 Madison Avenue, New York City.

Purpose: To organize the best brains of the nation in an educational movement towards the solution of some of the great problems relating to social and industrial progress; to provide for study and discussions of national import; to aid thus in the

crystallization of the most enlightened public opinion; and when desirable to promote legislation in accordance therewith.

National Committee for Mental Hygiene, 50 Union Square, New York City.

National Committee for Prevention of Blindness, Russell Sage Foundation, 130 East 22nd Street, New York City.

Purpose: To conduct a national campaign for the prevention of blindness; to ascertain the direct causes of preventable blindness, and to take such measures in cooperation with the medical profession and others as shall lead to the elimination of such causes.

National Committee on Prisons and Prison Labor, Columbia University, New York City.

National Conference of Charities and Correction, 315 Plymouth Street, Chicago, Ill.

Purpose: To diffuse trustworthy information and stimulate right sentiment on the many difficult problems of charity and correction, by holding public meetings in various cities throughout the country.

National Conference of Immigration, 22 East 39th Street, New York City.

National Conference of Jewish Charities, 411 West Fayette Street, Baltimore, Md.

Purpose: To discuss the problems of charity and to promote reforms in the administration; to provide uniformity of action and cooperation in all matters pertaining to the relief and betterment of the Jewish poor.

National Congress of Mothers, 806 Washington Loan and Trust Building, Washington, D. C.

Purpose: To raise the standards of home life; to develop wiser, better trained parenthood; to bring into closer relation the home and the school; to secure by legislation juvenile courts and probation officers; to emphasize the community's duty to children, especially the neglected and dependent. The Congress publishes handbook and leaflets.

National Conservation Association, Munsey Building, Washington, D. C.

National Consumers' League, 105 East 22nd Street, New York City.

National Education Association, Ann Arbor, Mich.

National Founders' Association, 29 South La Salle Street, Chicago, Ill.

National Housing Association, 105 East 22nd Street, New York City.

Purpose: To improve housing conditions, both urban and suburban, in every practicable way.

National League on Urban Conditions among Negroes, 2303 Seventh Avenue, New York City, and 1611 Harding Street, Nashville, Tenn.

National Liberal Immigration League, 309 Broadway, New York City.

Purpose: To secure the proper regulation and better distribution of immigration; to hold public meetings and publish and distribute literature on immigration and kindred subjects.

National Mouth Hygiene Association, 800 Schofield Building, Cleveland, Ohio.

Leaflets on the importance of, and suggestions for maintaining healthy mouths.

National Municipal League, North American Building, Philadelphia, Pa.

National Probation Association, Municipal Courts Building, Saint Louis, Mo.

National Society for the Promotion of Industrial Education, 140 West 42nd Street, New York City.

Purpose: To arouse public attention to the need for industrial education; to serve as a forum for the discussion of various problems involved and to print and distribute studies of the special phases of the subject.

National Temperance Society, 289 Fourth Avenue, New York City.

"Employers Prefer Total Abstainers" and other literature supplied at cost.

National Vocational Guidance Association, 109 Church Street, Nutley, N. J.

National Woman's Christian Temperance Union, Evanston, Ill.

National Women's Trade Union League of America, 127 North Dearborn Street, Chicago, Ill.

New York Sabbath Committee, 31 Bible House, New York City.

Speakers available.

North American Civic League for Immigrants, 173 State Street, Boston, Mass.

"Message for Newcomers to the United States" and other leaflets.

Oregon Social Hygiene Society, 719 Seeling Building, Portland, Ore.

People's University Extension Society, 111 5th Avenue, New York City.

Health hints in English, German, Italian, Bohemian, and Yiddish.

Physical Department of the International Committee of the Young Men's Christian Associations, 347 Madison Avenue, New York City.

Playground and Recreation Association of America, 1 Madison Avenue, New York City.

Purpose: To increase the efficiency of playgrounds already established and to establish playgrounds on the right basis in cities and towns not having them. It offers personal consultation and advice, provides speakers and arranges for local institutes, publishes lists of persons desiring playground positions, makes statistics and experiences of various cities available, loans lantern slides and playground models, prepares bibliographies, etc., publishes the magazine, *The Playground.*

Religious Citizenship League, 82 Bible House, New York City.

Religious Education Association, 1440 East 57th Street, Chicago, Ill.

Rockefeller Sanitary Commission, Union Trust Building, Washington, D. C.

Purpose: The eradication of the hook-worm disease.

Salvation Army, 120 West 14th Street, New York City.

Scientific Temperance Federation, 23 Trull Street, Boston, Mass.

Social Service Bureau of the Board of Home Missions of the Presbyterian Church, 156 Fifth Avenue, New York City.

Purpose: To interpret the Church to working men and working men to the Church; to interpret employer and employe to each other through education, inspiration, mediation, evangelism, and twentieth century methods of Christian work.

Social Service Commission of the Congregational Churches, 14 Beacon Street, Boston, Mass.

Social Service Commission of the Northern Baptist Convention, Philadelphia, Pa.

Society for Prevention of Cruelty to Animals, 15 Madison, Avenue, New York City.

Society for the Prevention of Cruelty to Children, 297 Fourth Avenue, New York City.

Society for the Suppression of Unnecessary Noise, The Ansonia, 73rd Street and Broadway, New York City.

Society of Sanitary and Moral Prophylaxis, 105 East 40th Street, New York City.

Purpose: To limit the spread of diseases which have their origin in the social evil; to study every means, sanitary, moral, and administrative, which promises to be effective for this purpose. Pamphlets on sex instruction at cost.

State Charities Aid Association, 105 East 22nd Street, New York City.

State Educational Board.

Bulletins on general industrial and trade education are issued by your State Board. Write to the State Director of Education.

Travelers' Aid Society, 465 Lexington Avenue, New York City.

United States Life Saving Service, Washington, D. C.

Pamphlet. Directions for restoring the apparently drowned. May be obtained in limited quantities. State the number wanted.

Volunteers of America, 34 West 28th Street, New York City.

Woodcraft League of America, 13 West 29th Street, New York City.

Women's Auxiliary Civil Service Reform League, 287 Carroll Street, Brooklyn, N. Y.

Pamphlets for immigrants on American Government. Summary of the United States Constitution, Honor in Politics.

World's Court League, 2 West 13th Street, New York City.

XIV

SUGGESTIONS FOR A COMMUNITY ASSOCIATION LIBRARY

The office of the Community Young Men's Christian Association in many instances may be the headquarters for a bureau of information and a clearing-house for those agencies and individuals working for the building of Christian manhood and the moral uplift of the community. This necessity means that the best and latest material obtainable, abroad and in this country, which has to do with the educational, social, economic, civic, and religious life of a community, must be secured, classified, and catalogued, and the information made accessible to those desiring it. A clearing-house of this character will also have a carefully chosen library for Community leaders. The following books are suggested as a nucleus around which such a library may be built. A few of these have been classified under the Home, the Church, the School, the Municipality, and Industries. Other helpful books are listed which have a direct or indirect bearing upon the Community Association program.

The Home

The Family, Mrs. Helen Bosanquet
The Family: An Historical and Social Study, C. F. Thwing
The Family and Social Work, E. T. Devine
The Family and Its Sociological Aspects, J. G. Dealey
Heredity in Relation to Eugenics, C. B. Davenport

The Peril and the Preservation of the Home, Jacob A. Riis
Training of Parents, E. H. Abbott
The Delinquent Child and the Home, Breckinridge and Abbott

The Church

The Boy and the Church, Eugene C. Foster
The Boy and the Sunday School, John L. Alexander
Efficiency in the Sunday School, H. F. Cope
The Challenge of the City, Josiah Strong
Christianizing the Social Order, Walter Rauschenbusch
The Churches and the Wage Earners, C. B. Thompson
The Country Church and the Rural Problem, Kenyon L. Butterfield
Jesus Christ and the Social Question, F. G. Peabody
The Sunday School and the Teens, John L. Alexander
The Social Creed of the Churches, H. F. Ward
The City Church and Its Social Mission, A. M. Trawick

The School

Health and Medical Inspection of School Children, W. S. Cornell
Helping School Children, Elsa Denison,
The High School Movement Series. (Set of five pamphlets, Association Press)
Laggards in Our Schools, Leonard P. Ayres
Medical Inspection of Schools, Gulick and Ayres
Wider Use of the School Plant, Clarence A. Perry

The Municipality

American City Government, C. A. Beard
English for Coming Americans, Peter Roberts. (Teacher's Manual and First and Second Readers)
English for Coming Canadians, Peter Roberts. (Teacher's Manual and First and Second Readers)
Great Cities in America, D. F. Wilcox
The Modern City, Frederic C. Howe

Playground Technique and Playcraft, Arthur Leland and L. H. Leland

Field Day and Play Picnics for Country Children, Myron T. Scudder

Games for the Playground, Home, School and Gymnasium, J. H. Bancroft

Industries

The Church and the Labor Movement, Charles Stelzle

Citizens in Industry, Charles R. Henderson

The Executive and his Control of Men, E. B. Gowin

From Alien to Citizen, Edward Steiner

The History of Trade Unionism, S. and B. Webb

Increasing Human Efficiency in Business, W. D. Scott

History and Problems of Organized Labor, F. T. Carlton

Industrial Development, Richard S. Ely

Industrial Betterment, Wm. H. Tolman

The Industrial Situation, F. T. Carlton

The New Immigration, Peter Roberts

The New Industrial Day, Wm. C. Redfield

Additional Reference Books

Religious

Efficency in Religious Work, W. H. Allen

The Social Engineer, Edwin Lee Earp

Social Salvation, Washington Gladden

The Social Basis of Religion, S. N. Patten

Jesus Christ and the Civilization of Today, J. A. Leighton

The Religion of a Democrat, Charles Zueblin

Evolution and Its Relation to Religious Thought, Joseph Le Conte

The Open Church for the Unchurched, J. E. McCulloch

Administration of an Institutional Church, Hodges and Reichet

The Minister and the Boy, Allen Hoben

The Child for Christ, A. H. McKinney

Religion in Social Action, G. Taylor

Social Theory of Religious Education, George A. Coe

Social Principles of Jesus, Walter Rauschenbusch
Christianizing Community Life, Ward and Edwards
Christianity and Amusements, Richard H. Edwards
Psalms of the Social Life, Cleland B. McAfee
The Meaning of Prayer, Harry Emerson Fosdick

Leadership

Starting to Teach, Eugene C. Foster
Point of Contact in Teaching, Patterson Du Bois
Telling Bible Stories, L. S. Houghton
Leadership of Bible Study Groups, H. H. Horne
Teaching of Bible Classes, Edwin Francis See
Leadership, C. H. Brent
College Women and Country Leadership, Jessie Field

Housing

The Tenement House Problem, De Forest and Veiller
Modern Housing in Town and Country, James Cornes
A Model Tenement House Law, Lawrence Veiller

Poverty

Misery and Its Causes, E. T. Devine
Poverty, Robert Hunter
Principles of Relief, E. T. Devine

The Family

History of Human Marriage, E. A. Westermarck
Method of Race Regeneration, C. W. Saleeby
Problem of Race Regeneration, Havelock Ellis
Parenthood and Race Culture, C. W. Saleeby
Mendel's Principles of Heredity, William Bateson

Municipal Problems

Modern Civic Art, C. M. Robinson
Improvement of Towns and Cities, C. M. Robinson
Civic Bibliography for Greater New York, J. B. Reynolds
The British City, Frederic C. Howe

MUNICIPAL LIFE AND GOVERNMENT IN GERMANY, William H. Dawson
REPLANNING SMALL CITIES, John Nolen
THE CITY MANAGER, THE NEW PROFESSION, H. A. Toulmin
REGULATION OF PUBLIC UTILITIES, Clyde C. King
SATELLITE CITIES, Graham Taylor
CITY PLANNING, Charles M. Robinson
GOVERNMENT BY COMMISSION, John W. Hamilton
COMMISSION GOVERNMENT IN AMERICAN CITIES, E. S. Bradford
TOWN PLANNING, George Cadbury, Jr.
CITY PLANNING, John Nolen
ON THE ENFORCEMENT OF LAW IN CITIES, Brand Whitlock

Immigration

IMMIGRATION PROBLEM, Jenks and Lauck
THE MELTING POT, Israel Zangwill
THE MAKING OF AN AMERICAN, Jacob A. Riis
CHANGING AMERICA, E. A. Ross

The Negro Question

IN BLACK AND WHITE—AN INTERPRETATION OF THE SOUTHERN LIFE, Lily H. Hammond
NEGRO LIFE IN THE SOUTH, W. D. Weatherford
SOULS OF BLACK FOLK, W. E. B. Dubois
THE HISTORY OF THE NEGRO, Booker T. Washington
THE BASIS OF ASCENDENCY, E. G. Murphy
UP FROM SLAVERY, Booker T. Washington
THE BUILDER OF A RACE, Scott and Stowe

Penology

THE CRIMINAL, Havelock Ellis
WITHIN PRISON WALLS, Thomas Mott Osborne
SOCIETY AND PRISONS, Thomas Mott Osborne

Peace Problems

THE FEDERATION OF THE WORLD, Benjamin F. Trueblood
TOWARDS INTERNATIONAL GOVERNMENT, John A. Hobson

The Maze of the Nations, and the Way Out, G. G. Atkins
Peace Problems, Frederick H. Lynch

Socialism

The New Basis of Civilization, S. N. Patten
Socialism As It is, William E. Walling
Social Duties from the Christian Point of View, E. B. Henderson

The Liquor Problem

The Liquor Problem, Norman Richardson
The Drink Problem, Richard H. Edwards
Drink and be Sober, Vance Thompson
Alcohol, How It Affects the Individual, the Community, and the Race, H. S. Williams
The Economic Aspect of the Liquor Problem, John Koren

Social Morality

A New Conscience and an Ancient Evil, Jane Addams
Prostitution in Europe, Abraham Flexner
Commercial Prostitution in New York City, G. J. Kneeland
The Christian Approach to Social Morality, R. C. Cabot

Sex Life

Sex Education, I. S. Wile
From Youth to Manhood, W. S. Hall
The Rational Sex Life for Men, Max Exner
Three Gifts of Life: A Girl's Responsibility for Race Progress, N. M. Smith
Social Emergency: Studies in Sex Hygiene and Morals, W. J. Foster
Keeping in Condition, Harry H. Moore

Boy Life and Girl Life

Boyology, H. W. Gibson
Studies in Adolescent Boyhood, H. M. Burr

Boy Problems in the Home, W. B. Forbush
Boy Life and Self-Government, G. W. Fiske
The Boy and His Gang, J. A. Puffer
Youth and the Race, E. J. Swift
Girls and Education, L. R. Briggs
The Girl in Her Teens, Margaret Slattery
The Girl and Her Religion, Margaret Slattery
He Took It Upon Himself, Margaret Slattery
Training the Girl, William A. McKeever
Young Working Girls, Woods and Kennedy
Problems of Child Welfare, G. B. Mangold
The Child: A Study in the Evolution of Man, A. F. Chamberlain

Education and Vocation

Choosing a Vocation, Frank Parsons
Vocational Guidance of Youth, Meyer Bloomfield
Association Educational Work for Men and Boys, George B. Hodge
Annals of Educational Progress During the Year 1910 and Following Years, J. P. Garber
Principles of Teaching, E. L. Thorndike
Habit Formation and the Science of Teaching, S. H. Rowe
Psychological Principles of Education, H. H. Horne
Psychology in the School Room, Dexter and Garlich
Analyzing Character, Dr. Katherine Blackford
The Job, the Man and the Boss, Dr. Katherine Blackford
Idealism in Education, H. H. Horne
Ethical and Moral Instruction in Schools, George H. Palmer

The Woman Movement

Women in Modern Society, Earl Barnes
Woman's Share in Social Culture, Anna Garlin Spencer
Woman in Social Progress, Scott Nearing
Wage-Earning Women, Dr. A. M. MacLean
A Short History of Women's Rights, Eugene A. Hecker

Some Ethical Gains Through Legislation, Florence Kelley
Women and Economics, Charlotte Perkins Gilman
Story of a Pioneer, Anna H. Shaw
Woman Suffrage by Federal Constitutional Amendment, Carrie Chapman Catt

Physical Education

Camping for Boys, H. W. Gibson
Camp and Outing Activities, F. H. Cheley and G. C. Baker
Games for the Playground, Home, School, and Gymnasium, J. H. Bancroft
Graded Calisthenics and Dumb Bell Drills, A. B. Wegener
Robert's Classified Exercises, A. K. Jones
Gymnastic Games, A. M. Chesley
Graded Gymnastic Exercises, Physical Directors' Society
At Home in the Water, George H. Corsan

Story Telling

The Art of Story Telling, J. D. Cowles
How to Tell Stories to Children, Sara Cone Bryant
Story Telling—What to Tell and How to Tell It, E. Lyman
Story of Roland, James Baldwin
Stories of Norse Heroes, E. M. Wilmot-Buxton
Merry Adventures of Robin Hood, Howard Pyle
Story of King Arthur and His Knights, Howard Pyle
Around the Fire, H. M. Burr

Miscellaneous

The Community Center, Henry E. Jackson
Socialism and the Ethics of Jesus, H. C. Vedder
Encyclopedia on Social Service, Bliss
Societal Evolution, Albert Galloway Keller
The Play of Man, Karl Groos
Play in Education, Joseph Lee
The Church and the People's Play, H. A. Atkinson
The Spirit of Youth and the City Streets, Jane Addams

CHILD LABOR AND THE CITY STREETS, E. N. Clopper
THE JUNIOR REPUBLIC, W. R. George
TWENTY YEARS AT HULL HOUSE, Jane Addams
THE SOCIAL CENTER, Edward J. Ward
HOW THE OTHER HALF LIVES, Jacob Riis
THE NEW DEMOCRACY, W. E. Weyl
DEMOCRACY IN THE MAKING. (A full account of the Open Forum Movement at Ford Hall, Boston)
EFFICIENT DEMOCRACY, W. H. Wallen
A SCHOOL MASTER OF THE GREAT CITY, Angelo Patri
SIN AND SOCIETY, E. A. Ross
THE QUEST OF THE BEST, W. D. Hyde
THE AMERICAN WOMAN AND HER HOME, Mrs. A. L. Hillis
OUR WORLD, Josiah Strong
SOCIAL ENGINEERING, Wm. H. Tolman
THE SOCIAL ENGINEER, Edwin Lee Earp
CONSTRUCTIVE RURAL SOCIOLOGY, J. M. Gillette
PREVENTIVE TREATMENT OF NEGLECTED CHILDREN, Hastings H. Hart
HANDBOOK OF SETTLEMENTS, Woods and Kennedy
THE CARE OF DESTITUTE, NEGLECTED, AND DELINQUENT CHILDREN, Homer Folks
THE ALMSHOUSE: CONSTRUCTION AND MANAGEMENT, Alexander Johnson
JUVENILE COURTS AND PROBATION, Flexner and Baldwin
CONSTRUCTIVE AND PREVENTIVE PHILANTHROPY, Joseph Lee
SOCIAL WELFARE IN NEW ZEALAND, Hugh H. Lusk
EVERYDAY ETHICS, Ella L. Cabot
CHRISTIAN CITIZENSHIP FOR GIRLS, Helen Thoburn
THE ART OF PUBLIC SPEAKING, Esenwein and Carnagey
THE COMING NEWSPAPER, Merl Thorpe
AMONG SCHOOL GARDENS, M. Louise Green
FATIGUE AND EFFICIENCY, Josephine Goldmark
MIND AND WORK, Luther Gulick
HOW TO LIVE, Fisher and Fisk
SCOUT MASTERS' HANDBOOK
CAMP FIRE MANUAL

BOY SCOUT MANUAL
WOODCRAFT MANUAL
INDOOR GAMES AND SOCIALS FOR BOYS, G. C. Baker
SOCIAL ACTIVITIES, A. M. Chesley

MAGAZINES

American City, 87 Nassau Street, New York, N. Y.
American Youth, 347 Madison Avenue, New York, N. Y.
Association Men, 347 Madison Avenue, New York, N. Y.
The Association Seminar, Y. M. C. A. College, Springfield, Mass.
Journal of Religious Psychology. Clark University, Worcester, Mass.
Pedagogical Seminar, Clark University, Worcester, Mass.
Physical Training, 347 Madison Avenue, New York, N. Y.
The Playground, 1 Madison Avenue, New York, N. Y.
Religious Education, 332 South Michigan Avenue, Chicago, Ill.
Rural Manhood, 347 Madison Avenue, New York, N. Y.
Social Hygiene, The American Social Hygiene Association, The Waverly Press, Baltimore, Md.
The Survey, 112 East 19th Street, New York, N. Y.

NOTE: For books suggesting activities see page 38.

APPENDIX

CONSTITUTION AND BY-LAWS

CONSTITUTION

Article I

NAME AND OBJECT

Section 1. The name of this organization shall be "The Young Men's Christian Association of————."

Section 2. The object of this Association shall be the improvement of the spiritual, mental, social, and physical condition of young men and boys, emphasizing cooperation with existing constructive agencies.

Section 3. In accomplishing this object the Association may establish and provide for the conduct and maintenance of Young Men's Christian Association Work in one or more sections of the city, and for particular groups of young men and boys. It may hold or dispose of such property, real or personal, as may be given, devised, or bequeathed to this organization, or entrusted to its care and keeping, and may purchase, acquire, and dispose of such property as may be necessary to carry out the purposes of the Association.

Article II

MEMBERSHIP

Section 1. The Membership in this Association shall consist of men and boys of good moral character, twelve years of age and over, who have paid the membership fees and met the other requirements which may be prescribed from time to time by the Board of Directors.

Section 2. Those members eighteen years of age and over, who are members in good standing of evangelical churches as defined by the International Conventions of the Young Men's Christian Associations of North America, and they only, shall have the right to vote and hold office.

Section 3. Any member of the Association may propose the name of an applicant for membership. All applications for membership shall be passed upon in such manner as the Board of Directors may determine.

Article III

MANAGEMENT

Section 1. The Management of this Association shall be vested in a Board of Directors of fifteen men, who are twenty-one years of age or over, and who possess the qualifications for holding office in the Association, as defined in Art II, Sec. 2, of this Constitution. Not more than one-third of the Directors shall be members of any one religious denomination. The election of Directors shall be by vote of the qualified members annually as provided for in the By-Laws. The officers of the Board of Directors shall be a President, a Vice-President, a Recording Secretary, and a Treasurer, chosen from their own number, as provided for in the By-Laws. These shall also be the officers of the Association.

Section 2. The Board of Directors shall have and exercise all the powers necessary to control the work and policy of the Association in all its details. No contract, debt, or obligations shall be binding unless contracted under authority of the Board.

Section 3. The Board of Directors shall have power to fill for the unexpired terms all vacancies occurring in their number between annual elections. They shall have authority to make By-Laws for their own government, and for the government of the Association, not inconsistent with this Constitution.

Article IV

MEETINGS

Section 1. There shall be an Annual Meeting of the Association on the ——— of ———, at which time a statistical and financial report of the Association for the preceding year shall be presented by the President and Treasurer.

Section 2. The Association shall hold such other regular meetings as may be provided for in its By-Laws.

Section 3. Special meetings may be called by the President or by order of the Board of Directors. Or, upon the written request of fifteen voting members of the Association, the President or the Recording Secretary shall call a meeting specifying the object, which shall be incorporated in the notice, and which shall be posted conspicuously in the Association headquarters for at least ten days preceding the meeting. A notice of such meeting shall also be mailed to every voting member at least one week before the meeting. No business shall be transacted at such special meeting except that for which the call is issued.

Section 4. Twenty members shall constitute a quorum at any meeting of the members of this Association.

Section 5. All meetings of this Association shall be opened with devotional exercises.

Section 6. No question of a sectarian or partisan political character shall be acted upon or discussed in any meeting of this Association or of its Directors.

Article V

AMENDMENTS

Section 1. This Constitution may be altered or amended by a vote of two-thirds of the members present at any regularly constituted meeting of the Association, provided such alteration or amendment shall have been approved by the Board of Directors and posted conspicuously in the Association headquarters for at least one month previous; except, that this Article and the Article requiring that all voting and office-holding members shall be members in good standing of evangelical churches, shall never be altered, amended, or repealed.

BY-LAWS OF THE BOARD OF DIRECTORS

Article I

ELECTIONS

Section 1. The Annual Election of Directors shall be held on the ——— of ———, at which time there shall be chosen by

ballot five (5) Directors who shall hold office for three years, or until their successors shall have been elected and qualified; except, that at the first election after the adoption of these By-Laws there shall be chosen five Directors to serve for three years, five for two years, and five for one year.

Section 2. At a regular meeting of the Board of Directors, at least thirty days preceding the annual election, the President shall appoint a Nominating Committee of five, not more than two of whom shall be from any one religious denomination, to nominate members for election to the Board of Directors. This Committee shall consist of three members of the Board of Directors, whose terms of office do not expire at the immediate election, and two members from the voting membership of the Association. At least fifteen days before the election the Nominating Committee shall post conspicuously in the Association headquarters a copy of this section of the By-Laws, together with the names they nominate. Fifteen voting members of the Association may present in writing to the Nominating Committee, not later than ten days before the annual election, the name of any voting member for nomination. Such name shall be posted immediately by the Nominating Committee. No person shall be eligible for election as Director unless his name shall thus have been submitted to, or nominated by, said Nominating Committee.

Section 3. The polls shall be open at the Association office on election day from 8.00 A. M. to 8.00 P. M. Each voter shall give his name and be registered. The Nominating Committee shall have charge of the election, count the ballots, and certify the returns to the Board of Directors.

Section 4. At the first regular meeting of the Board of Directors after the annual election of the Association, the Board shall elect by ballot from its own number a President, a Vice-President, a Recording Secretary, and a Treasurer. The said officers shall be the officers of the Association and of the Board, and shall hold office for one year, or until their successors are elected and qualify. They shall have power to perform the duties incumbent upon the officers of like name in similar Associations, subject to these By-Laws and such regulations as may be provided.

Article II

MEETINGS

Section 1. The regular meetings of the Board of Directors shall be held on the ———— of each month, and one third of the membership of the Board shall constitute a quorum for the transaction of business.

Section 2. Special Meetings may be called by the Recording Secretary, at the request of the President, or upon written request of three Directors. The object of such meetings shall be stated in the call and no other business shall be transacted.

Section 3. All meetings of the Board shall be opened with devotional exercises and the order of the business shall be as follows:

(1) Roll Call.
(2) Reading minutes of previous meeting.
(3) Report of the Treasurer.
(4) Report of the Community Secretary.
(5) Reports of Standing Committees.
(6) Reports of Special Committees.
(7) Unfinished business.
(8) New Business.
(9) Discussion of Community Problems.

Section 4. All reports of officers and committees shall be made in writing, and be filed with the Community Secretary.

Article III

MEMBERS

Section 1. Members may be elected at any meeting of the Board of Directors by a vote of two-thirds of the members present, upon recommendation of any sub-committee.

Section 2. Qualifications for membership in a Young Men's Christian Association promoting Community Work: The candidate for membership after a personal interview as to the purpose of the Young Men's Christian Association should be willing to subscribe to the program, and by personal services and influence be willing to extend the Kingdom of God throughout the community.

Article IV

COMMUNITY COUNCIL

Section 1. The Community Council shall be composed of all avowedly interested persons in the community, regardless of affiliations or sex, and shall include the membership, Board of Directors, and sub-committees; it shall act in an advisory relation to the Board of Directors. The Board, by majority vote of those present, may appoint to annual membership in the Community Council any person who is actively interested in the work of the Association. This Council will meet upon the call of the President of the Board, and the President shall call a meeting of the Council when presented with a written request signed by ten members thereof.

Section 2. The Older Boys' Cabinet shall be composed of Christian boys interested in the welfare of the boys of the community, and shall be appointed annually by the Board. It shall be related to the Board of Directors through an adult adviser, and shall be directly responsible to the Community Secretary, meeting at his call. The purpose of such a council shall be advisory and administrative in carrying out plans directly touching the boy life of the community. Such organizations and sub-committees may be formed as, in the judgment of the Board and the Community Secretary, are essential to the accomplishment of this purpose.

Article V

DUTIES OF OFFICERS

Section 1. The President shall preside at all business meetings of the Association and of the Board of Directors; he shall make to the annual meeting of the Association a full report of the year's work; he shall appoint all standing committees of the Board and of the Association and shall designate the chairmen thereof, subject to the approval of the Board of Directors; he shall sign all legal papers of the Association authorized by the Board of Directors.

Section 2. The Vice-President, during the absence or disability of the President, shall have the power and perform all the duties of the President.

Section 3. The Treasurer shall receive all moneys of the Association and shall disburse them under the order of the Board of Directors and after proper approval; he shall keep a full account of all moneys received and paid out and report same to the Board of Directors at their monthly meetings, and to the Association at the annual meetings, and at other times when required. He shall keep all funds of the Association and promptly deposit them in such depositories as shall be designated by the Board of Directors.

Section 4. The Recording Secretary shall keep a record of the minutes of all the business meetings of the Association and of the Board of Directors, and shall attest same with his signature; he shall notify all officers of their election and all committees of their appointment; he shall notify all officers and directors of all business meetings of the Association and of the Board of Directors; he shall be the custodian of the seal of the Association, and of the record of the minutes of all business meetings, which shall be kept in the Association office.

Section 5. The Community Secretary shall be employed by the Board of Directors; he shall be the executive officer of the Board and of the Association; he shall have general supervision of the work of all employes; shall sign all orders on the Treasurer for the disbursement of funds, subject to the approval of the Finance Committee; shall attend all meetings of the Board of Directors, and shall make monthly reports to the Board of Directors.

Section 6. All other employed officers and employes shall be engaged by the Board of Directors upon recommendation of the Community Secretary. Their duties shall be designated by the Community Secretary, subject to the approval of the Board of Directors.

Article VI

COMMITTEES

Section 1. The Executive Committee, consisting of four officers of the Association and the Chairman of the Finance Committee, shall act for the Board of Directors in the interim between Board meetings, but shall not have power to reconsider or re-

verse any action or policy of the Board. The Chairman or any two members may call meetings at any time and three members shall constitute a quorum. It shall report all its actions to the regular meetings of the Board of Directors, which, when approved, shall become the action of the Board.

Section 2. There shall be the following standing committees, of such number as the Board of Directors shall direct. They shall be appointed annually by the President and approved by the Board of Directors.

Members of the Community Council shall be eligible for appointment to such committees, provided the chairman in each case shall be a member of the Board of Directors, except the Executive and Finance Committees, which shall be composed entirely of members of the Board of Directors.

1. Executive Committee.
2. Finance.
3. Cooperation with the Home.
4. Cooperation with the Church.
5. Older Boys' Cabinet.
6. Cooperation with the School.
7. Cooperation with the Municipality.
8. Cooperation with Industries.
9. Education and Promotion.
10. Community Council.

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Additional committees may be appointed from time to time as needed. The President and Community Secretary of the Association shall be members *ex officio* of all committees and shall be invited to all committee meetings.

Section 3. Each standing committee shall keep minutes of its meetings and file the same in the Association office. It shall submit to the Board of Directors a monthly report of work done. It shall not enter into any contract or incur any indebtedness or financial obligation of any kind except under authority of the Board of Directors. It shall have power to appoint such subcommittees for carrying on the work under its direction as it may deem necessary.

Subject to the approval of the Board of Directors, each sub-

committee shall have power to pass such rules as may be necessary for the conduct of the work entrusted to it.

Section 4. The Business and Finance Committee shall consist of five members chosen from the Board of Directors at the beginning of each fiscal year. It shall devise means for obtaining the necessary funds for current expenses and plan for the securing of these funds with the cooperation of the Board of Directors. At the monthly meeting of the Board of Directors preceding the close of the fiscal year in April the Finance Committee shall present in writing an itemized estimate of the Association's income and expenses for the ensuing year, and upon revision or approval by the Board of Directors, this estimate shall become the authorized budget for the ensuing fiscal year; no obligation beyond the amount thus appropriated shall be incurred by any committee or agent of the Association unless authorized by the Board of Directors. The Chairman of the Finance Committee shall approve all orders on the Treasurer for the disbursement of funds; orders which are not approved shall be submitted to the Finance Committee for final action; it shall designate which order shall be given precedence for payment by the Treasurer; it shall require all officers and employes handling funds of the Association to furnish surety bonds, at the expense of the Association, and shall approve such bonds and fix the amount thereof; it shall present at each monthly meeting of the Board of Directors a statement brought down to the last business day of the preceding calendar month, showing the total liabilities and assets, the proportion of the receipts and disbursements for each department as compared with the budget, and the amount yet to be received and expended by each department.

Section 5. The Business and Finance Committee shall see that all accounts are audited annually and publicity given to the same.

Article VII

Organizations

Section 1. No organization shall be effected within or in connection with this Association except with the approval of the

Board of Directors, and all such organizations shall be under control of the Board of Directors, and their Constitution, By-Laws, and Rules shall be approved by the Board of Directors. The Board of Directors shall have power to overrule any action, and at any time, to reorganize or disband any such organization.

Section 2. The President and Community Secretary shall be *ex officio* members of any and all such organizations.

Article VIII

DISCIPLINE

Section 1. In case of misconduct or neglect of duty in office, a two-thirds majority of the Board of Directors may declare the office of such offender vacant.

Section 2. Full authority is given the Board of Directors to deal with all cases of disorder, insubordination, or immorality, on the part of any member or person visiting the rooms or taking part in any meeting of the Association, provided the accused shall have had reasonable notice and opportunity for making defense.

Article IX

AMENDMENTS

Section 1. These By-Laws may be amended at any regular meeting of the Board of Directors by a two-thirds vote of all members present, provided notice of such amendment shall have been given in writing at a previous regular meeting.

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